

# Cabinet Agenda



**Date:** Tuesday, 4 October 2022

**Time:** 4.00 pm

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

## Distribution:

**Cabinet Members:** Mayor Marvin Rees, Donald Alexander, Nicola Beech, Craig Cheney, Asher Craig, Kye Dudd, Helen Holland, Ellie King and Tom Renhard

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**Issued by:** Sam Wilcock, Democratic Services

City Hall, P O Box 3399, Bristol, BS1 9NE

E-mail: [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk)

**Date:** Monday, 26 September 2022



# 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

**(Pages 6 - 8)**

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 4<sup>th</sup> October 2022 Cabinet is 12 noon on Monday 3<sup>rd</sup> October. 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](mailto: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 4 October 2022 Cabinet is 5.00 pm on Weds 28 September 2022. 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](mailto: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

## 7. Chair's Business

To note any announcements from the Chair

## PART B - Key Decisions

### 8. Technology Enabled Care Project (TEC2)

(Pages 9 - 27)

### 9. HRA Budget Amendment (2022/23)

(Pages 28 - 37)

### 10. Flexible-level supported homelessness accommodation service (Temporary Accommodation Services)

(Pages 38 - 96)

### 11. Parking Tariff Review 2022-23 (Controlled Parking Zone (City Centre) and Off Street Car Parks)

(Pages 97 - 114)

### 12. Refreshing permission to construct the A4018 scheme following a change in funding source

*To follow*

### 13. Temple Quarter Grant Funding Arrangements

(Pages 115 - 145)

### 14. Bristol Avon Flood Strategy Funding Strategy

(Pages 146 - 226)

### 15. Procurement of household goods contract in respect of the LCPF





**(Pages 227 - 243)**

**16. Medium Term Financial Plan and Capital Strategy**

*To follow*

**17. Financial update report - October 2022**

**(Pages 244 - 292)**

## **PART C - Non-Key Decisions**

**18. Q1 Quarterly Performance Progress Report 2022/23**

**(Pages 293 - 298)**

**19. Q2 Corporate Risk Management Report 2022/23**

**(Pages 299 - 347)**



# Public Information Sheet

## Inspection of Papers - Local Government (Access to Information) Act 1985

You can find papers for all our meetings on our website at [www.bristol.gov.uk](http://www.bristol.gov.uk).

## Public meetings

Public meetings including Cabinet, Full Council, regulatory meetings (where planning and licensing decisions are made) and scrutiny will now be held at City Hall.

Members of the press and public who plan to attend City Hall are advised that you may be asked to watch the meeting on a screen in another room should the numbers attending exceed the maximum occupancy of the meeting venue.

## COVID-19 Prevention Measures at City Hall (from March 2022)

When attending a meeting at City Hall, the following COVID-19 prevention guidance is advised:

- promotion of good hand hygiene: washing and disinfecting hands frequently
- while face coverings are no longer mandatory, we will continue to recommend their use in venues and workplaces with limited ventilation or large groups of people.
- although legal restrictions have been removed, we should continue to be mindful of others as we navigate this next phase of the pandemic.

## COVID-19 Safety Measures for Attendance at Council Meetings (from March 2022)

Government advice remains that anyone testing positive for COVID-19 should self-isolate for 10 days (unless they receive two negative lateral flow tests on consecutive days from day five).

We therefore request that no one attends a Council Meeting if they:

- are suffering from symptoms of COVID-19 or
- have tested positive for COVID-19

## Other formats and languages and assistance for those with hearing impairment

You can get committee papers in other formats (e.g. large print, audio tape, braille etc) or in community languages by contacting the Democratic Services Officer. Please give as much notice as possible. We cannot guarantee re-formatting or translation of papers before the date of a particular meeting.

Committee rooms are fitted with induction loops to assist people with hearing impairment. If you require any assistance with this please speak to the Democratic Services Officer.



## Public Forum

Members of the public may make a written statement ask a question or present a petition to most meetings. Your statement or question will be sent to the Committee Members and will be published on the Council's website before the meeting. Please send it to [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk).

The following requirements apply:

- The statement is received no later than **12.00 noon on the working day before the meeting** and is about a matter which is the responsibility of the committee concerned.
- The question is received no later than **5pm three clear working days before the meeting**.

Any statement submitted should be no longer than one side of A4 paper. If the statement is longer than this, then for reasons of cost, it may be that only the first sheet will be copied and made available at the meeting. For copyright reasons, we are unable to reproduce or publish newspaper or magazine articles that may be attached to statements.

By participating in public forum business, we will assume that you have consented to your name and the details of your submission being recorded and circulated to the Committee and published within the minutes. Your statement or question will also be made available to the public via publication on the Council's website and may be provided upon request in response to Freedom of Information Act requests in the future.

We will try to remove personal and identifiable information. However, because of time constraints we cannot guarantee this, and you may therefore wish to consider if your statement contains information that you would prefer not to be in the public domain. Other committee papers may be placed on the council's website and information within them may be searchable on the internet.

### During the meeting:

- Public Forum is normally one of the first items on the agenda, although statements and petitions that relate to specific items on the agenda may be taken just before the item concerned.
- There will be no debate on statements or petitions.
- The Chair will call each submission in turn. When you are invited to speak, please make sure that your presentation focuses on the key issues that you would like Members to consider. This will have the greatest impact.
- Your time allocation may have to be strictly limited if there are a lot of submissions. **This may be as short as one minute.**
- If there are a large number of submissions on one matter a representative may be requested to speak on the groups behalf.
- If you do not attend or speak at the meeting at which your public forum submission is being taken your statement will be noted by Members.
- Under our security arrangements, please note that members of the public (and bags) may be searched. This may apply in the interests of helping to ensure a safe meeting environment for all attending.



- As part of the drive to reduce single-use plastics in council-owned buildings, please bring your own water bottle in order to fill up from the water dispenser.

For further information about procedure rules please refer to our Constitution <https://www.bristol.gov.uk/how-council-decisions-are-made/constitution>

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## Decision Pathway – Report

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**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 04 October 2022

<b>TITLE</b>	<b>Technology Enabled Care Project (TEC2)</b>		
<b>Ward(s)</b>	All wards		
<b>Author: Tom Gilchrist</b>		<b>Job title: Private Housing and Accessible Homes Manager</b>	
<b>Cabinet lead:</b> Cllr Helen Holland, Cabinet Member with responsibility for Adult Social Care and Integrated Care System Cllr Tom Renhard, Cabinet Member with responsibility for Housing Delivery and Homes		<b>Executive Director lead: Hugh Evans, Executive Director of Adult Social Care</b>	
<b>Proposal origin:</b> Councillor			
<b>Decision maker:</b> Mayor <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>			
<ol style="list-style-type: none"> <li>1. That Cabinet recognise the good work delivered so far through the use of Technology Enabled Care to maximise independence of Adult Social Care clients.</li> <li>2. Seeking approval for the use of Capital and Health funding to maximise Technology Enabled Care (TEC) for Adult Social Care service users as part of their packages of care.</li> <li>3. Seeking delegated Authority to the Executive Director for Adults and Communities to take necessary steps to deliver the approved business case.</li> <li>4. Seeking agreement to proceed with associated work if any/all of the five Expressions of Interest bids as noted in Appendix A1 are approved.</li> </ol>			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. The TEC hub has been functioning for a couple of years and has proven significant savings through implementation of TEC in Adult Social Care support plans. The proposal is to increase the use of TEC as a key service offer to prevent, delay and reduce the need for other more costly forms of long-term care support. To improve the delivery and capacity (to progress beyond the set targets of 750 installations a year), the recruitment of additional TEC assessors and careline operators is required. We will meet the aims through the increase of referrals and assessments for clients who are approaching or currently receiving social care services. Increased communication and training will be delivered to Adult Social Care Practitioners to ensure that TEC is considered for all service users, where appropriate, at each stage of assessment or review.</li> <li>2. The benefit to service users and those who may soon require Care Act assessments in their care and support planning is the maximising of choice in service delivery and increased independence through creative TEC solutions.</li> <li>3. TEC will be considered at an earlier stage in the pathway to support prevention and delay the requirement for formal Care Act Assessment. This will be managed through the placement of TEC assessors in the Reablement Teams, supporting early identification of TEC options in relation to reablement or longer-term care, whilst also supporting the hospital discharge to assess pathway.</li> </ol>			

4. The proposal will expand the TEC offering available through the TEC hub to Bristol's residents, supporting improved health and quality of life. For example, the project will include a trial of Acoustic Monitoring devices in two/three residential homes (as referenced in the NHS White Paper - Health and social care integration: joining up care for people, places and populations). The Acoustic Monitoring devices in recent trials have shown a clear reduction in falls and hospital admissions. For the service users there are reduced numbers of standard nightly checks leading to less disturbance at night and better-quality sleep for individuals, in turn improving daily living and activities. Other trials for emerging community based technology are currently underway.
5. This work is aligned with national policy which sees Adult Social Care balancing a budget in future through relying more on innovation and tech.
6. Additional funding bids. To support the proposals already specified in the TEC business case and widen the potential benefits that can be provided through TEC, five expressions of interest have been submitted to the NHS for Adult Social Care (ASC) Digital Transformation Fund (DTF) FY 22/23 for £3,281,480 on 5th September 2022. The response to these expressions of interest is expected in Autumn 2022. These bids seek resources to deliver increased support in relation to the hospital discharge pathway, extension of planned trials of new equipment and opportunity to trial further additional TEC, supported through a centralised monitoring centre. If the bids are successful there will be further discussion through the Bristol, North Somerset and South Glos. [Healthier Together](#), Digital Population Working Group, to determine the allocation of funds, resources, and work. The general aim will be to split resources three ways across Bristol, North Somerset and South Glos. Local Authorities, but some resources may be allocated based on demand analysis. The intention is that the Executive Director, to the extent any of these bids are successful, will agree with partners the allocation of funds between, and thereafter to expend the BCC element in the manner outlined.
7. Further detail can be found in the Project Overview in the TEC2 19ST126 Summary Business Case (See Appendix A).

#### **Recommendations:**

##### That cabinet

1. Notes the benefits delivered to date through the TEC service in supporting Bristol's citizens and supports the extension of the TEC service within the City in accordance with the business case at Appendix A.
2. Approves the funding request of £769,813 to support the delivery of the objectives set out in the Business Case over the next two years
3. Authorises the Executive Director for People, in consultation with the cabinet member for Adults Social Care and the Integrated Care System, and the cabinet member for Housing Delivery and Homes, to take all steps required to spend the funding (including procuring and awarding contracts) to deliver the TEC2 project as outlined in this report.
4. Notes the submission of five expressions of interest to the NHS for ASC Digital Transformation Fund (DTF) FY 22/23 for £3,281,480 on 5<sup>th</sup> September 2022 as outlined in the report.
5. Authorises the Executive Director for People, in consultation with the cabinet member for Adults Social Care and the Integrated Care System, and the cabinet member for Housing Delivery and Homes, to take all steps required, if the bids are successful, to accept and spend the ASC DTF funding as outlined in this report including procuring and awarding contracts which may be over £500k.

#### **Corporate Strategy alignment:**

1. The use of Technology Enabled Care in social care packages aligns to the 'Empowering and Caring' corporate theme, by supporting service users to maximise independence. Providing service users with modern and innovative opportunities, supporting levelling up through digital solutions.

**City Benefits:**

1. Implementing additional TEC where suitable through support planning for Bristol's Adult Social Care clients, empowers them to manage their lives in a way that is right for them. Implementation of TEC has been shown to lead to a reduction in falls and hospital admissions, and supports many other health conditions, leading to system wide improvements, increase to service users' quality of life and independence.
2. TEC must be implemented carefully, ensuring TEC is implemented in cases where it is suitable to the service user and their care needs. When TEC is implemented in this way it can provide improvements for service users in increased independence and supports more cost-effective service delivery.

**Consultation Details: N/A****Background Documents:**

1. [Health and social care integration: joining up care for people, places and populations - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/health-and-social-care-integration-joining-up-care-for-people-places-and-populations)  
- 4.16 In social care we are driving rapid adoption of proven technologies, such as risk stratification tools, and will scale technology such as acoustic monitoring to prevent falls. By March 2024, over 20% of care homes will have acoustic monitoring solutions or equivalent care tech in place.

<b>Revenue Cost</b>	<b>£363,503</b>	<b>Source of Revenue Funding</b>	S256 funding £296k and General Fund £68k
<b>Capital Cost</b>	<b>£406,310</b>	<b>Source of Capital Funding</b>	Invest to Save
<b>One off cost (47.2%) <input checked="" type="checkbox"/> Ongoing cost (52.8%) <input checked="" type="checkbox"/></b>		<b>Saving Proposal <input checked="" type="checkbox"/></b>	<b>Income generation proposal <input type="checkbox"/></b>

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

This report seeks approval to spend c£0.77m to support the delivery of Tec as set out in the business case and summarised below.

**Total investment £769,813 (as per Appendix A)**

New costs required for Delivery Stage	£190,201
Opportunity costs required for Delivery Stage	£41,262
Expansion of TEC team (3 TEC Assessors for 2 years) and Operations Centre resource to support expansion of TEC	£512,350
Borrowing cost for Capital	£26,000
<b>Funding Required</b>	<b><u>£769,813</u></b>

This will be funded from a combination of revenue (Bristol City Council and S256 NHS funding £364,000 and from invest to save capital funding of £406,310).

Financial modelling, suggests a range of potential savings may be achieved from this investment, which over a five year period could deliver potential financial benefits to the Council of between c£1.5m to c£5.4m. Tec can therefore play an important part in both improving Adult Social Care services and if successful, can over the longer term, feed into Medium Term Financial Planning assumptions on reducing budgeted Adult Social Care costs and deliver improved value for money.

As the Capital Programme Invest to Save Fund is being utilised to fund a proportion of the expenditure the project needs to meet the minimum return on investment set out in the Capital Strategy. Based on the potential range of financial benefits set out in the business case it is expected these minimum returns can be achieved. However, these will need to be monitored throughout the project to ensure they are realised. It should be noted that the first call on any savings will be required to replenish the Invest to Save Fund.

The Council's budget for 2022/23 includes and expectation of a budget saving of £0.3m from Tec, which is based on

current levels of investment. The ability to deliver further savings over the longer term, will necessitate the increased level of investment requested in the report.

The report also seeks permission to bid, accept and spend Tec funding of c£3.3m (with partners) and if successful, this could deliver further benefits to the Council.

**Finance Business Partner:** Denise Hunt 21.09.22

**2. Legal Advice:** The acquisition of any new goods and equipment will need to comply with the Procurement Regulations (to the extent that these apply) and the Council’s own procurement rules.

**Legal Team Leader:** Eric Andrews, Legal Services, 9.9.22

**3. Implications on IT:** I can see no direct implications on IT in regards to this activity, however, IT are fully supportive of this activity and happy to support if required.

**IT Team Leader:** Alex Simpson – Senior Solution Architect, 25.08.2022

**4. HR Advice:** There are no HR implications evident

**HR Partner:** Celia Williams, HR Business Partner G&R 30 August 2022

<b>EDM Sign-off</b>	Hugh Evans	31 <sup>st</sup> August 2022
<b>Cabinet Member sign-off</b>	Cllr Helen Holland Cllr Tom Renhard	31 <sup>st</sup> August 2022 20 <sup>th</sup> September 2022
<b>For Key Decisions - Mayor’s Office sign-off</b>	Mayor’s Office	5 <sup>th</sup> September 2022

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





# Summary Outline Business Case

## A. PROJECT SUMMARY INFORMATION

<b>Project Name:</b>	TEC2 Technology Enabled Care (Phase 2)
<b>Project ID (if known):</b>	19ST126
<b>Cabinet Member:</b>	CLlr Helen Holland & CLlr Tom Renhard
<b>Lead Officer (Sponsor):</b>	Stephen Beet
<b>Directorate(s):</b>	People / Growth and Regeneration
<b>Associated service areas:</b>	Adults Social Care / Housing
<b>Report lead author(s):</b>	Samantha Graves – Project Manager
<b>Report recipients:</b>	TEC2 Project Board

## B. ORGANISATIONAL CONTEXT

<b>Alignment to corporate theme(s):</b>	Empowering and Caring / Well Connected / Wellbeing					
<b>Portfolio Prioritisation Position:</b>	25					
<b>Project category:</b>	<input checked="" type="checkbox"/> Saving delivery <input type="checkbox"/> Compliance / Statutory <input checked="" type="checkbox"/> Risk reduction <input checked="" type="checkbox"/> Cost avoidance <input checked="" type="checkbox"/> Improved outcomes <input type="checkbox"/> Enabling					
<b>Council Budget saving delivery:</b>	<b>Budget reference: ASC 5: Increase use of Technology Enabled Care (TEC)</b>					
	<b>Savings description (as stated in approved budget):</b> MTF Plan 2022/23					
		<b>22/23</b> £'000s	<b>YY/YY</b> £'000s	<b>YY/YY</b> £'000s	<b>YY/YY</b> £'000s	<b>YY/YY</b> £'000s
	<b>Saving</b>	300				

## C. DOCUMENT CONTROL

<b>Document status:</b>	<input checked="" type="checkbox"/> Draft <input type="checkbox"/> Final
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<b>Document owner:</b>		Samantha Graves	
Version	Author(s)	Description	Date
V0.1	Samantha Graves	First draft (extract from approved BCC V1.8)	18/08/2022
V1.0	Samantha Graves	Update to finance funding source	21/09/2022

## EXECUTIVE SUMMARY: DECISION REQUIRED

### Decisions requested for Outline Business Case sign-off:

- CIB are asked to recommend the progression to Delivery Stage for:
  - optimising internal processes
  - increasing the number of referrals
  - increasing the size of the TEC team
  - increasing the TEC catalogue offering and
  - developing reporting to evidence the savings targeted through the MTFP (objectives 1-13).
- CIB are asked to endorse the funding request of £769,813 to support the delivery stage of these objectives.

The Service Area Lead prioritising availability to support the progress of the next phase of work is Tom Gilchrist.

### Project context summary:

**This project aims to develop the Council's TEC service and meet the savings target in the MTFP through increases in cost avoidance and/or reduction of costed packages of care.** It will do this by:

- building on the foundation of the TEC team to improve internal workflows and TEC assessment processes
- increasing the number of referrals from operational teams
- delivering and supporting a wider range of TEC equipment,
- expanding the team to enable more assessments and installations to take place

In the last financial year the TEC team carried out 657 installations of TEC and, whilst this volume is sustainable, there is no further capacity within the team to develop this service and increase the number of people who could benefit from TEC as an option to meet their assessed needs. The anticipated savings noted in the Liquidlogic system by practitioners for the 657 installations forecast cost reduction of £352,250 and a cost avoidance of £1,907,135. **This case therefore sets out proposals to increase the number of assessor/installers in the team, which will enable the team to drive more cost reductions / avoidance.**

There was low confidence in the savings forecast in the last financial year resulting in development of a new Liquidlogic form, which went live on the 4<sup>th</sup> April 2022. Early analysis from the new form for just April and May 2022 reflects an annual forecast cost reduction of £27,757 and a cost avoidance of £159,839, across 2022/23 financial year. Further form development work is required to enable the TEC assessors to update the position after installation to refine the savings estimate - this work will be progressed in the project and validated with Finance. **The savings estimated are based on current assessor / installer capacity, so are also expected to increase with the doubling of the number of TEC assessors, improvements to referral process and pathways and increase in TEC available to deploy.** These savings will be monitored through ASC Transformation Board.

In addition to core delivery, the TEC team is collaborating with the BNSSG CCG, South Gloucestershire and North Somerset to carry out an initial pilot of Acoustic Monitoring Devices (AM's), supported

through initial funding in the NHSX bid. The NHS Health and Social Care Integration white paper<sup>1</sup> notes that “By March 2024, over 20% of care homes will have acoustic monitoring solutions or equivalent care tech in place.” Through research carried out we know there are improvements in quality of care, support to the care market and potential savings to both providers and the local authority following deployment of this TEC. **The TEC team therefore wish to run an initial trial in Bristol, which will provide us with better understanding of the benefit and savings potential, anticipated through provider contract negotiation.** It will be reviewed and evaluated at project board, which may lead to a business case for further investment to continue the rollout across Bristol. The pilot run in North Somerset showed a considerable saving for the Dementia Nursing Home where the AM’s were deployed and there is an anticipated saving with SPOT contracts in homes with AM’s.

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<sup>1</sup> [Health and social care integration: joining up care for people, places and populations - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/health-and-social-care-integration)

Anticipated cost/benefit profile for preferred option:

**Costs and Funding**

Ref	Cost area	Total Cost Year 1	Total Cost Year 2	TOTAL COSTS	Capital Funding Year 1	Capital Funding Year 2	S256 Funding Year 1	S256 Funding Year 2	Team Budget Year 1	Revenue savings Year 1-5	TOTALS
1	Project Delivery Costs eg project management and business analysis	190,201		190,201			190,201				190,201
2	Opportunity costs for Delivery Stage (existing team time to deliver project)	41,262		41,262					41,262		41,262
3	New costs for TEC Assessors x3 for 2 year	215,300	215,300	430,600	162,280	162,280	53,020	53,020			430,600
4	New costs for TEC careline operator x 1 for 2 years	40,875	40,875	81,750	40,875	40,875					81,750
5	Revenue cost of capital borrowing	13,000	13,000	26,000						26,000	26,000
	<b>TOTAL</b>	<b>500,638</b>	<b>269,175</b>	<b>769,813</b>	<b>203,155</b>	<b>203,155</b>	<b>243,221</b>	<b>53,020</b>	<b>41,262</b>	<b>26,000</b>	<b>769,813</b>

**Potential Savings**

Ref	Saving type	High estimate year 1	Low estimate year 1							
1	Referrals	1,800,923	1,125,576							

The estimated savings have been forecast across five years based on the output from Liquidlogic for April and May 2022, showing the potential benefits for the service.

### Total Project Financial Summary

	1	2	3	4	5	6	Total
£'000s	2021/22	2022/23	2023/24	2024/25	2025/26	yy/yy	
<i>Total new/ chargeable costs</i>	<b>£49</b>	<b>£197</b>	£-	£-	£-	£-	<b>£246</b>
<i>One -off contingency (tolerance)</i>	<b>£10</b>	<b>£39</b>	£-	£-	£-	£-	<b>£49</b>
<i>Total opportunity/ non-chargeable costs</i>	£-	<b>£41</b>	£-	£-	£-	£-	<b>£41</b>
<b>One-off costs</b>	<b>£59</b>	<b>£277</b>	£-	£-	£-	£-	<b>£336</b>
<i>Ongoing costs (incl. contingency)</i>	£-	<b>£256</b>	<b>£256</b>	<b>£256</b>	<b>£256</b>	<b>£256</b>	<b>£1,282</b>
<i>Gross savings (incl. contingency)</i>	£-	<b>-£1,801</b>	<b>-£2,476</b>	<b>-£2,476</b>	<b>-£2,476</b>	<b>-£2,476</b>	<b>-£11,706</b>
<b>Ongoing</b>	£-	<b>-£1,544</b>	<b>-£2,220</b>	<b>-£2,220</b>	<b>-£2,220</b>	<b>-£2,220</b>	<b>-£10,424</b>
<b>Net total</b>	<b>£59</b>	<b>-£1,267</b>	<b>-£2,220</b>	<b>-£2,220</b>	<b>-£2,220</b>	<b>-£2,220</b>	<b>-£10,088</b>
<b>Cumulative net total</b>	<b>£59</b>	<b>-£1,208</b>	<b>-£3,428</b>	<b>-£5,648</b>	<b>-£7,868</b>	<b>-£10,088</b>	

The TEC hub is currently funded through the Disabled Facilities Grant (DFG). **The DFG has remained at the same level and is not expected to change over the next two years, meaning there is no additional funding through this in the medium term.** The current annual cost of the TEC hub resource and TEC kit is approximately £245,000. This supports a team of seven staff and materials. With the additional increase of 3.5 TEC Assessors based in reablement and associated TEC kit requirements there is an additional £200,000 to add to this cost.

DFG is intended for home adaptations and the team has grown as much as possible within the DFG profile. Bristol City Council has made a considerable investment in developing the TEC hub and supporting the integration of TEC into Social Care support planning, but to continue to support the ongoing development of the TEC hub to deliver the project objectives there is a requirement to seek other funding sources.

**Funding for the recruitment in May 2022 of 3 additional TEC assessors is being requested from Capital Funding.** The posts will be located in the 3 Reablement Service Teams, on a trial basis. Evaluation of the method of allocations and joint assessments will be carried out to support process decisions. Analysis of number and speed of installations and delivery of TEC to support cost avoidance will feed into the evaluation. The increased capacity in the TEC team through additional assessors is expected to deliver an increase in savings through cost avoidance and reduction, and this will be measured and reported to the project board throughout the project. **If the trial is successful and a sufficient return on investment can be demonstrated at the end of the 2 years, then a new funding model will be developed. Potential options include re-investing cost reductions in the service to fund these posts, exploring opportunities for additional income generation to fund the posts and reviewing / re-allocating other core establishment budgets in adult social care.**

**There is a £300K savings target applied to TEC in the 2022/23 financial year.** The growth of the TEC hub along with the other objectives are required to deliver this saving. There is an aspiration to increase the savings total for the year and as this happens then the board would like to request that the additional money is used to reinvest in the TEC hub and continue to grow the service to support further savings and work towards becoming a self-sustaining service.

**Identified sources of funding (including any shortfall):**

1. £512,350 TEC Assessors x3 to support the required expansion of the TEC team for two years, funding to support the TEC careline calls in the Operations Centre to manage the expected increase in activity. –Capital Funding
2. £231,463 Project resources (£190,201 New Cost, £41,262 Opportunity Cost) - S256 funding
3. Revenue savings from the service (across 5 years) is expected to be used to repay the interest /cost of borrowing plus principal needs, from the £406,310 capital borrowing.
4. Shortfall: £0

**Anticipated key measurable (non-financial) benefits:**

1. Increase in Practitioner knowledge around methods of providing support for people's needs (measured through increase in referrals).
2. Increased customer satisfaction from Bristol's clients as a result of TEC services (increase in positive feedback at review of TEC).
3. Meeting people's needs in a digital way provides future proofing for some services and options for service delivery.
4. Improvements in client safety through provision of TEC for some clients.
5. Service delivery of TEC should be possible to achieve in a faster time than traditional services.

**Estimated timescale to deliver:**

1. Baseline completion date based on estimated start date: March 2023.

**Learning from previous work**

1. Lessons learned from previous TEC projects have been reviewed and the work to support internal TEC hub processes included as a result. The team requires support to continue to develop and keep up with the changing TEC market.
2. Support for the TEC hub is included in the plan to develop forward planning and regular engagement with the practitioners and suppliers to ensure the momentum gained through the project is continued as part of standard work planning going forwards.

**Any decisions / endorsements already secured:**

1. Recruitment to the three TEC assessors who will be based in the Reablement Service.
2. Recruitment to the 0.5fte TEC assessors who will be based in the TEC hub.
3. Agreement to trial Acoustic Monitoring Devices (100 units) in two residential homes.

<b>Total spend to date - New costs:</b>	£78,207
<b>Total spend to date - Opp costs:</b>	Not tracked

<b>New costs required for Delivery Stage</b>	£190,201
<b>Opportunity costs required for Delivery Stage</b>	£41,262
<b>Expansion of TEC team (3 TEC Assessors for 2 years) And Operations Centre resource to support expansion of TEC</b>	£512,350
<b>Borrowing cost for Capital</b>	£26,000
<b>Funding required:</b>	£769,813
<b>Funding source(s):</b>	
S256 as identified in the ASC Transformation Programme Mandate	£296,241
Capital - Invest To Save	£406,310
Revenue savings from the service over 5 years	£26,000
Disabled Facilities Grant (DFG)	£41,262
<b>Funding to be identified</b>	£0
<b>Est. timescale for completion of project delivery stage:</b>	March 2023

## 1. Project overview

Building on initial TEC work, the team is now working towards increasing referrals, increasing the TEC offering and delivering the savings. The project work is currently looking at reviewing and improving existing functions, such as the champions networks, training materials, reviewing new TEC offerings and improving internal data collection and reporting to support the operational management. The objectives listed below are enabling (either indirectly or directly) the savings delivery, these activities need to be moved forward in parallel to achieve the required outcomes.

### TEC2 objectives

1. **Increase assessment and installation capacity of the TEC Team and improve the internal processes, such as management of stock or allocation of TEC assessments.**
2. **Develop the catalogue offering, considering a wider variety of TEC with other suppliers**
3. **Increase the referrals from internal teams**
4. **Streamline the referral process for social care practitioners.**
5. **Test different models of TEC allocations and assessment through newly recruited assessors within Reablement Service teams**
6. **Improve the information available to internal and external professionals**
7. **Finding and establishing links between the existing local authority and Sirona TEC offers with the routine discharge, and all D2A pathways**
8. **Develop reporting to support analysis of the TEC provision, for operational management and identification of savings resulting from TEC provision.**
9. **Improve confidence in savings identified in the Power BI Dashboard through updated forms in Liquidlogic and reporting specified and approved in conjunction with the Service and Finance.**
10. **Deliver savings target in the MTFP - ASC 5: Increase use of Technology Enabled Care (TEC) - £300k savings through provision of TEC**
11. **Deliver further savings to support the target in the MTFP – ASC 4: Undertake planned Care Act reviews for people who are receiving care services to ensure we are helping people to maximise independence, access the right support, making best use of community resources and Technology Enabled Care and getting value for money from care services - £1M savings.**
12. **Support the trials of Acoustic monitoring and/or other devices through joint funding applications and initiatives within BNSSG during the period.**
13. **Consider joint services, offerings or catalogues with CCG, North Somerset Council and South Glos Council**

1. **Increase assessment and installation capacity of the TEC Team and improve the internal processes, such as management of stock or allocation of TEC assessments**

“Invest to save” resource need was highlighted through the ASC Transformation Mandate and is required to support the increase from 2.5 TEC assessors to 6 TEC assessors. The additional three assessors will be placed in the reablement teams to support hospital discharge pathways, test different models for allocation to TEC, understand adoption and impact on long term engagement with TEC when installed at an early stage within social care processes.

The team is operating at full capacity with the current processes, this has led to the team holding a waiting list of approximately 45 clients with the longest waiting client at 104 calendar days (as at 30.05.2022). When clients are not assessed in a timely manner the completion of support plans and packages of care are also delayed. Where practitioners request TEC as an alternative to paid support, the delay to assessment and installation will result in a delay to delivery of the completed support plans, which may then result in the practitioner having to either request the additional paid care or delay their assessment and throughput of case work. With the pressure felt by operational service at present a continuation of delays to TEC assessment may result in a reduction of referrals and thereby reduce the opportunity that



TEC provides both the client and the council. It is strongly recommended that recruitment to expand the team continues to progress to strengthen the offering from the service.

The project will review existing processes and improvements where possible to free up capacity for additional assessment work. Separate processes will be agreed for the TEC assessors with the reablement service to trial alternative operating models. To support the speed required in reablement service delivery the TEC assessors are expected to work from the reablement offices and assess alongside reablement colleagues. They will be responsible for the completion and processing of the newly designed referral and installation forms to support data required for reporting.

Following the trial of additional officers in the reablement service, there is an intention to further expand the TEC team, supporting other teams in Adults Services and the Home First service, where appropriate. Further analysis will be carried out over the six months following recruitment to the reablement service to demonstrate the increase in users with TEC and referral rates.

The data extract for the financial year 2021/2022 shows a considerable saving based on the information regarding cost avoidance or reduction, expected by practitioners, who made referrals to the TEC hub in that year. Some concerns around data were raised in the previous project and one of the objectives of TEC2 is to improve confidence in the savings identified. Last year's data shows a cost avoidance of £1,907,135 and a reduction of £352,250 anticipated through the TEC referral. Data to correct the estimate by practitioners has not been captured. We know that people will change their mind about services, situations will change and sometimes the property is not suitable for TEC installation and so the likely true savings will be lower than forecast by practitioners.

With the increase in TEC through the work of the new TEC assessors, there is an estimated % increase in support required from the Operations Centre (OC) for the Careline service. It is essential to maintain the standards established in the OC to support continued accreditation with the TSA. Whilst the volume is unknown at this stage, the anticipated increase based on previous years has been forecast and funding is being allocated to dedicated TEC officers employed by the OC for the first two years to support the service. There will be an agreement produced between the OC, ASC and the TEC service regarding this commitment.

## **2. Develop the catalogue offering, considering a wider variety of TEC with other suppliers**

Building on the existing catalogue of TEC products the project will bring focus to the TEC opportunities for review and with increased capacity in the TEC hub additional time to horizon scan, test and implement new technology offerings will be achievable. TEC Champions will be involved in supporting the testing of potential TEC and development of the Bristol TEC offering, which will feed into the revised catalogue and will subsequently be published to the external and internal pages for all professionals and citizens in Bristol to access, meeting accessibility standards.

## **3. Increase the referrals from internal teams**

To increase the referrals from practitioners the project will carry out analysis of the previous two years data. Looking at rejected referrals, referrals that don't lead to installation of TEC, analysis and discussion with champions to look at cases where no TEC referral was made. Timing of the referral in the care assessment pathway will be reviewed. For example, the average installation of TEC for standard referrals between Nov 21 and Apr 22 was 29 days. Challenges with the response and delivery time are essential for the service to be seen as a viable option when care planning for services under pressure. Findings of the analysis will be used to inform process, communications, and training. Process work for the TEC hub will be reviewed, practice and operating manuals reviewed or created. The TEC lead and the local Champions will work to deliver workshops/presentations/training to teams with the aim to increase awareness of TEC benefits and practical use. Relaunch of the Champions network with a focused forward plan of meetings/workshops and testing events will support the repeat message regarding TEC consideration at each assessment.

## **4. Streamline the referral process for social care practitioners.**

The TEC referral form has been streamlined and was made available in Liquidlogic from April 2022. Other forms relating to installation and removal require updating in the care management system. Champions will be engaged in reviewing these forms. We will carry out a process review of the referral point in the case management processes and carry out work to provide other entry points to the TEC pathway if appropriate. Further work to the Liquidlogic forms is expected as a result of the work to improve the service and data.

#### **5. Test different models of allocations and assessment through newly recruited assessors within Reablement Service teams**

The allocation of work by the TEC assessors will be agreed and mapped with the Reablement Team Service Manager and the project team. Regular meetings will be held across the first six months to ensure any challenges in process are ironed out quickly. Review of activity and discussion with assessors will be carried out and fed into a summary report evaluating the difference in process and outcomes. Key data, as per the Liquidlogic form will be recorded by the reablement teams, with as efficient as possible a process to support the fast response requirements of the Reablement Service. The MTFP includes savings as a result of TEC and savings through delivery of Reablement Service. The use of the Liquidlogic form should identify savings through TEC separately to Reablement. Once reporting is in place the Project Manager, Business Analyst, Reablement Service Manager and Finance Business Partner will meet and agree the formula for identifying the savings allocation. This work will also support development of internal KPI's for future monitoring. Proposal for any changes to the operation and allocation of assessors will be produced following this initial trial, along with suggestions for the next teams to incorporate TEC assessors if the model is shown to work effectively. The request for funding is being made for a two-year period to provide sufficient time for the service to reach a self-sustaining model and evidence this through the savings generated by the TEC assessors. The team requires some time to bring the newly recruited TEC assessors to an appropriate operating level and then evidence the savings that can be made with the extended service offer.

#### **6. Improve the information available to internal and external professionals**

The project will support the update to the most current TEC catalogue and ensure it is in a format that is suitable for publication on both the internal and external web pages. The new version will have document controls in place, and a process for reviewing this will be included in the teams forward plan. The project will also work on reviewing the existing website and improving content to reflect the developing service offering, providing external customers and professionals with more clarity on what is possible through TEC services in Bristol City Council.

#### **7. Finding and establishing links between the existing local authority and Sirona TEC offers with the routine discharge, and all D2A pathways**

Early work with the BNSSG CCG has highlighted that early delivery of TEC through Hospital Discharge processes would support an increased use and trust of TEC, by patients and clients, potentially resulting in greater adoption by citizens. Key stakeholders in BNSSG CCG, University Hospitals Bristol and Weston (UBHW), North Bristol NHS Trust (NBT) have met to review P1 patients to test understanding of where TEC interventions could be considered and how TEC installation could impact the persons hospital stay and onward package of care. This will support the development of knowledge in the health service around the potential TEC opportunities for certain health problems and situations and support the development of a joint catalogue of needs. Process mapping will take place by CCG for the three local authorities in relation to the hospital discharge process and propose options for alignment.

#### **8. Develop reporting to support analysis of the TEC provision, for operational management and identification of savings resulting from TEC provision.**

A reporting specification was provided to the Performance Team for a regular data extract from Liquidlogic, providing the fields required to deliver the reports identified at this stage to support the project aims and objectives, including the identification of savings, analysis of TEC installed, team referral rates, timeliness of installation, impact on packages of care etc. This reporting is in development between the teams. The initial specifications and feedback from the use of these reports will also support the

development of the Power BI dashboard report, which is proposed in the Data Insight Project proposal, WP2 Tech Enabled Care Reports.

#### **9. Improve confidence in savings identified in the Power BI Dashboard**

Initially high levels of savings were flagged through the original reporting dashboard, with limited confidence. The Liquidlogic form completed by practitioners has been improved to more accurately identify cost avoidance or savings through the installation of TEC. Further work to analyse data and recommend further improvements will continue through the project. A revised formula will be applied to the savings report from the new form, which will be in agreement with the Finance Business Partner. Once this has been run and tested and confirmed with Finance colleagues as suitable it can be applied to the emerging Power BI specification and should resolve the lack of confidence in savings noted previously.

#### **10. Deliver savings target in the MTFP - ASC 5: Increase use of Technology Enabled Care (TEC) - £300k savings through provision of TEC**

The increase in referrals, improvement in process, development of catalogue offering and consideration of process points for referral to the TEC hub should all combine to deliver savings/cost avoidance as targeted in the MTFP. To support this work extensive and detailed reporting will take place. A data extract (requested from the Performance Team in advance of the Power BI report) will enable development by the project of the savings report with Finance, supporting the tracking of savings against the agreed quarterly targets. Performance against these will be reported back to Project Board and reviewed at each quarter. These will also be monitored by the ASC Transformation Programme Board.

#### **11. Deliver further savings to support the target in the MTFP – ASC 4: Undertake planned Care Act reviews for people who are receiving care services to ensure we are helping people to maximise independence, access the right support, making best use of community resources and Technology Enabled Care and getting value for money from care services - £1M savings.**

The Review Team is working through the review of clients with high cost packages of care. The team are considering TEC referrals for clients they see to ensure all opportunities to maximise the use of TEC are offered to our clients wherever possible to maximise independence. Analysis of the Reviews Teamwork will support case studies and communications for other ASC teams. The Project Team will also work with the Reviews Team to explore TEC options to increase the take up of sleeping rather than waking nights. The identification of these cases by the Review Team will then be trialled and evaluated to demonstrate the changes provided both in health and care of the client and in cost to the local authority.

#### **12. Support the trials of Acoustic monitoring and/or other devices through joint funding applications and initiatives within BNSSG during the period.**

North Somerset were successful in a joint BNSSG bid for NHSX funding to trial Acoustic Monitoring (AM) Devices. Bristol will have 100 sensors to trial across residential homes as part of the trial. Users in care homes will be supported through the digital champions being employed by the CCG. This trial is expected to start in July 2022, dependent on the recruitment to a PM in North Somerset (interviews scheduled for end May 2022). The Project Team will be involved in the trial (although this will be managed by North Somerset) to understand the opportunities for Bristol and ensure that any appropriate continued rollout is progressed following the trial and evaluation. A further bid is being put in by the BNSSG for a further 300 AM devices for Bristol and a second rollout for these will follow this trial.

As noted in the White Paper - "Health and social care integration: joining up care for people, places and populations" there is a drive to maximise the use of technology to support the reduction of falls and improvements in client care. "4.16 In social care we are driving rapid adoption of proven technologies, such as risk stratification tools, and will scale technology such as acoustic monitoring to prevent falls. By March 2024, over 20% of care homes will have acoustic monitoring solutions or equivalent care tech in place.". Objectives 12 and 13 support the objectives of modernising the care home offer within Bristol and support the sustainability of the care home market.

### 13. Consider joint services, offerings or catalogues with ICS, North Somerset Council and South Glos Council

Early exploration of service offering discovered the three very different methods of assessing and delivering TEC across BNSSG. There is an appetite to create a shared catalogue across the BNSSG, but at a high level providing potential categories of products to meet certain needs. This will act as part of the supporting guide for professionals in health working towards discharge planning. The joint catalogue should provide all citizens seeking advice on potential options (pre or not eligible for social care assessments) for TEC to explore, to support them to live independently. This work will be led by the CCG, in consultation with BNSSG local authorities.

#### Any key changes since Mandate approval:

The mandate was approved on the 13<sup>th</sup> April 2021 at CLB.

An Exception report was approved on the 7<sup>th</sup> February 2022 as a result of change to the scope, timeline and budget requirements for the project following early exploratory work.

This included removal of the integrated TEC service across Health and Social Care with LA being lead commissioner, following mapping of the assessment and procurement pathways in each local authority in the BNSSG. The exception report brought in objectives for savings in costed packages of care, and trials and rollout of new TEC (acoustic monitoring devices) that has been agreed through NHSX bids for funding.

## 2. Recommended option

The recommendation is to move straight to Delivery Stage to:

- deliver the engagement with ASC operational teams, increasing referrals
- develop the offering and breadth of TEC available and communicate this
- support knowledge development of TEC capability, through increased communication with teams internally, citizens of Bristol and Health colleagues
- delivery and evidence of savings, meeting the savings target set in the MTFP ASC 5
- support to ASC savings target 4 as noted in the MTFP
- support joined up thinking about TEC opportunities and access to TEC for Hospital Discharge pathways
- align the catalogue and offering across the BNSSG local authorities

These support the pressing requirements to ensure the TEC hub is operating effectively within ASC and that our clients are being offered appropriate solutions wherever this may be beneficial.

## 3. Resource(s) required to progress to the next stage

<b>Project Resource Opportunity costs</b>	£41,262
<b>Project Resource New costs</b>	£190,201
<b>Tec Assessors (inc. TEC kit) x 3 for 2 years</b>	£512,350
<b>Capital Interest</b>	£26,000
<b>Total funding being sought</b>	<b>£769,813</b>

## **4. Options Appraisal Summary**

### **Option 1 – Do nothing**

The TEC hub is currently not keeping pace with the volume of referrals coming through from internal referrals to the service with a waiting list building. The time taken to installation from referral between Nov 21 and Apr 22 is 29 days. As the process for TEC referral is integrated to the support planning and service delivery this causes a delay in OT and social work throughput or results in practitioners not referring to the Hub as a result. The number of referrals remains at around 550-600 a year which is approximately the same volume at the formation of the TEC Hub and was expected to rise considerably. To do nothing differently with the team and referral process is likely to lead to a wasted opportunity to support clients with technology enabled care and a reduction in referrals year on year.

### **Option 2 – Proceed to Delivery Stage to meet project objectives**

This option will support the development of the TEC hub and expansion to support the increase in referrals that will be rising through the year as a result of the dedicated focus on reporting, training and communication with practitioners. Development of standard practice and procedure operations in the TEC hub along with achievable KPIs will support continuity in service delivery and continued growth that can be tracked through management following the closure of the project.

This foundation work when complete should increase the TEC referrals, develop the team and deliver the savings targets. These objectives support both organisational and system wide objectives. They are however primarily focused on supporting clients in maximising opportunities provided through use of modern TEC solutions to remain independent in their own homes for as long as possible.

### **Option 3 - Proceed to Full Business Case**

The options to meet the aims of the project are limited in choice as considerable investment has already been made in developing an internal TEC team which is supporting the ASC teams in delivery of options to meet needs following assessment. The work required to deliver the savings, increase the TEC offering and increase the referrals is considerable but comes with few choices on method. Therefore the FBC development is likely to slow down the delivery of the plan and unlikely to provide sufficient additional value.

**Option 2 was recommended to Capital Investment Board and approved on 21<sup>st</sup> June 2022.**

**This is a summary version of the approved business case for inclusion with the Cabinet Decision Pathway Report.**

## **Appendix A (i) – Further essential background / detail on the proposal**

1. To support the proposals already specified in the TEC business case and widen the potential benefits that can be provided through TEC, five expressions of interest have been submitted to the NHS for ASC Digital Transformation Fund (DTF) FY 22/23 for £3,281,480 on 5th September 2022. These have been placed with the NHS by North Somerset for BNSSG wide trials and seek to collaborate and pool resources and learning on trials of new technology enabled care across the region.
2. The response to these expressions of interest is expected in Autumn 2022. These bids seek resources to deliver increased support in relation to the hospital discharge pathway, extension of planned trials of new equipment and opportunity to trial further additional TEC, supported through a centralised monitoring centre. If the bids are successful there will be further discussion with the BNSSG ICS wide group (through the Digital Population Working Group) to determine the allocation of funds, resources, and work. The general aim will be to split resources three ways across the three authorities, but some resources may be allocated based on demand analysis.
3. The intention is that the Executive Director, to the extent any of these bids are successful, will agree with partners the allocation of funds between, and thereafter to expend the BCC element in the manner outlined.

### **Bids placed**

#### **Bid 1) Scaling of Digital Social Care Records (DSCR)/ Sensory Based Falls Prevention Detection (SBFPD) - £1,265,000**

Bid 1a supports resource for managing additional pilots and trials. This includes various sensor-based falls prevention sensors and equipment along with cameras to rollout alongside the planned acoustic monitoring devices to enhance this delivery. It also includes development of a device agnostic, centralised monitoring centre, for BNSSG and the bid includes additional FTE resources to support this expansion. Match funding for this bid will be in kind support from the 7 FTE digital Champions along with funding from providers who would pay 50% for the service they receive from the pooled resources.

#### **Bid 2) Scaling of technology delivery that support daily living. - £645,710**

Bid 2 includes resource for data collection and processing, along with an additional 4 FTE for the monitoring of the devices. It includes extension of some sensor-based equipment that is currently in use in Bristol to trial this for long term use supporting people to live in the community independently for longer.

#### **Bid 3) Fragility of the Health and Social Care System – TEC supporting winter pressures - £590,000**

Bid 3 requests resource for 600 sensor-based units for individuals being discharged from hospital, who may be at increased risk through the impact of the cost of living on heating in homes. To avoid excessive exposure to a cold environment at home, which could lead to health conditions and hospital admissions, the proposal is to install temperature and humidity sensors in the homes of high-risk vulnerable people with a monitored service which can feed back to the local authority for direct human intervention.

#### **Bid 4) Mental well-being – App development. £375,000**

Bid 4 is a proposal to develop a self-assessment mental health app – with a view to the integration to medical interventions, virtual wards, and a step up and down process for accessing services and transitioning off them in a managed way.

**Bid 5) TEC assessors in Home First teams to support the Discharge to Assess (D2A) pathway - £405,770**

Bid 5 provides 6 additional TEC assessors across BNNSG with required equipment for one year to support development of the business case and better understanding of the impact of TEC in relation to easing the hospital discharge pathway.

Further information and requests for authorisation will be prepared as required once the outcome of the expressions of interest is known.



## Decision Pathway – Report

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 04 October 2022

<b>TITLE</b>	<b>HRA Budget Amendment (2022/23)</b>		
<b>Ward(s)</b>	All		
<b>Author:</b> Sarah Spicer	<b>Job title:</b> Business Innovation Manager		
<b>Cabinet lead:</b> Cllr Tom Renhard Cabinet Member for Housing Delivery and Homes	<b>Executive Director lead:</b> Stephen Peacock Executive Director Growth and Regeneration		
<b>Proposal origin:</b> Councillor			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b> To seek approval for additional expenditure in 2022/23 that will be funded from the Housing Revenue Account (HRA) reserves. The HRA is a ring-fenced income stream, covering all activities of BCC's landlord services (management of council housing).			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. In 2021 there was extensive consultation with members, residents, and other stakeholders used to shape the 2022/23 HRA Budget, medium-term financial plans and 30-year HRA business plan.</li> <li>2. The 2021/22 outturn was £3.8m lower than forecast, as a result in April 2022 the HRA reserves were £3.8m higher than forecast when the budget and business plan were approved.</li> <li>3. Cabinet is asked for approval to utilise HRA reserves to finance in year budget pressures and new priorities as follows: <ul style="list-style-type: none"> <li>• Fire safety: Up to £1m for a new fire safety inspection regime for high rise block that are 18m+ tall</li> <li>• Energy costs: we await confirmation of energy price increases that will be announced in October 2022. It is anticipated there will be at least an additional £1m in energy costs to be absorbed by the HRA</li> <li>• Play areas: up to £1m to refurbish end of life play equipment or multi use games areas (those on HRA land)</li> <li>• Agree to the Executive Director procuring all necessary contracts, including any which might exceed the key decision threshold, without further reference to Cabinet.</li> </ul> </li> <li>4. Fire safety is an area of high importance for Bristol City Council and over £2.5m a year is invested in fire safety measures across council property. This investment and the council's commitment to reviewing fire safety measures regularly are aimed at ensuring buildings operate in such a way as to contain fires and allow the maximum opportunity for emergency services to respond. The recent, tragic case of a flat fire at Twinnell House is a sobering reminder that incidents do occur and that having secure fire safety measures in place is important to protect whole buildings and prioritise the safety of residents in the event of an emergency.</li> <li>5. BCC owns and manages 62 high rise blocks of flats, comprising 4,400 domestic flats. Independent assessments have been completed to assess the fire safety measures in place. BCC believes that our high-rise blocks of flats are safe, and the previous independent assessments have corroborated this. However, new Regulations have been produced following the Grenfell enquiry and we are now required to plan a new inspection programme for the blocks that are over 18m. These inspections would be carried out using new methodology described in a British Standard Institute document PAS 9980:2022. A pilot phase of work to complete four assessments is in under way, to test the market and identify costs. This indicates costs at up to £18k per inspection, with a total estimated cost in excess of £800K.</li> <li>6. PAS 9980 gives recommendations and guidance on undertaking a fire risk appraisal of external wall</li> </ol>			



construction and cladding of existing multistorey blocks of flats. A fire risk appraisal of external wall construction and cladding is described in this PAS as a fire risk appraisal of external walls (FRAEW). The purpose of an FRAEW is to assess the risk to occupants from a fire spreading over or within the external walls of the building, and decide whether, in the specific circumstances of the building, remediation or other mitigating measures to address the risk are considered necessary.

7. The new programme of PAS9980:2022 and FRAEW inspections will ensure we are compliant with our legal responsibilities. BCC remains committed to ensuring the safety of residents, and we continue with our proactive approach to identifying and implementing fire safety measures and improvements.
8. Play areas/multi-use games areas: there are 21 play and multi-use games areas on HRA land, usually attached to high or low-rise blocks of flats. They provide valuable outdoor space and amenities for children in homes with no private outdoor space. The areas vary in size and levels of use. Park Services have identified several well used HRA play, and multi-use areas are approaching their end of life. These provisions need to be refurbished or failing that removed, as they are no longer safe for use. It is proposed that up to £1m capital budget is made available in 2022/23 to undertake refurbishments.
9. This initiative supports the One City Plan, with a focus on designing our homes and neighbourhoods to be safe for children, with access to play and green spaces. This will have positive impacts on young people's mental and physical health. To meet the needs of people living in the areas where refurbishment is carried out, there will be a process of co-designing with local households, with a focus on engaging with children and young people.

**Cabinet Member / Officer Recommendations:**

That Cabinet:

1. Authorises the Executive Director of Growth and Regeneration in consultation with the Cabinet Member for Housing Delivery and Homes to spend up to £3m from reserves across the three areas identified in the report (fund HRA play area refurbishment, a new fire safety inspection regime and increased energy costs).
2. Authorises the Executive Director of Growth and Regeneration, in consultation with the Section 151 Officer and Cabinet Member for Housing Delivery and Homes (with appropriate legal and procurement advice) and, subject to keeping within the approved overall identified budgets, to implement the new pas 9980 inspection regime and HRA play and multi-use games area improvement programme including:
  - taking all steps necessary to procure and award contracts (including goods, works and professional services and any over the key decision threshold) during 2022/23 to deliver the identified programmes to determine the play and multi-use games areas prioritised for refurbishment.

**Corporate Strategy alignment:** Briefly outline how this aligns to the Corporate Strategy.

1. Child friendly city – ‘access to play and green spaces or other areas for young people to enjoy safely’
2. Community participation – ‘people can work and play safely’.
3. Homes and Communities – ‘Healthy, resilient, and inclusive neighbourhoods with fair access to decent, affordable homes

**City Benefits:**

1. Health impact for children, particularly those living in high and low-rise blocks who benefit from access to outdoor play and games areas.
2. Contribute to the corporate measure that ‘neighbourhoods and communities are safer, flourishing and designed to meet the needs of the people that live there’.

**Consultation Details:**

1. Internal governance pathways (divisional management teams and executive management teams).

**Background Documents:**

[Operation of the Housing Revenue Account ring-fence - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/92122/Operation_of_the_Housing_Revenue_Account_ring-fence_-_GOV.UK.pdf)  
[PAS 9980:2022 Fire Risk Appraisal | BSI \(bsigroup.com\)](https://www.bsigroup.com/standards/PAS-9980-2022-Fire-Risk-Appraisal/)

<b>Revenue Cost</b>	<b>£2m</b>	<b>Source of Revenue Funding</b>	Housing Revenue Account
<b>Capital Cost</b>	<b>£1m</b>	<b>Source of Capital Funding</b>	Housing Revenue Account
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:** This report is requesting approval to fund HRA play area refurbishment, a new fire safety inspection regime and increased energy costs, with an estimated cost of £3m from the Housing Revenue Account (HRA) 2021/22 year-end surplus of £3.8m.

The Housing Revenue Account (HRA) operates a self-balancing annual budget, with income set at a level which offsets expenditure. It is a statutory account which records expenditure and income relating to Council dwellings and the provision of services to tenants. In the June 2022 cabinet report, approved by members, the 2021/22 HRA surplus of £3.8m was transferred to the HRA general reserves.

The year-end surplus is directly attributable to delays in the 2021/22 capital programme, and therefore £3m less than budgeted revenue contribution was required for financing capital costs. In addition, the provision for bad debts was reviewed in-line with the Council's impairment policy resulting in an underspend against the budget.

Although actual capital expenditure was below budget, the HRA business plan is predicated, over the life of the plan, with slipped expenditure being re-scheduled in later years. This means if expenditure is made on un-planned projects, over the life of plan, the funding of existing programmes would have to be adjusted.

It is assumed that £1m of the play area refurbishment costs will be capitalised.

**Finance Business Partner:** Archa Campbell, Finance Business Partner, 16 August 2022

**2. Legal Advice:** Insofar as any of the activities will involve commissioning of works or services etc, these will need to be procured in accordance with the appropriate regulations and the councils own procurement rules. The authority sought includes the procurement of all contracts, within the budget, including any in excess of the key decision threshold, without further reference to cabinet.

**Legal Team Leader:** Eric Andrews, Legal Services, 11 August 2022

**3. Implications on IT:** I can see no implications on IT in regard to this activity.

**IT Team Leader:** Alex Simpson – Senior Solution Architect

**4. HR Advice:** There are no HR implications evident

**HR Partner:** Celia Williams, HR Business Partner – Growth & Regeneration, 13 September 2022

<b>EDM Sign-off</b>	Stephen Peacock, Executive Director Growth and Regeneration	03 Aug 2022
<b>Cabinet Member sign-off</b>	Councillor Tom Renhard, Cabinet Member Housing Delivery and Homes	15 Aug 2022
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	05 Sep 2022

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

<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>

# Equality Impact Assessment [version 2.9]



Title: HRA Budget Amendments Cabinet Report	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input checked="" type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Growth & Regeneration	Lead Officer name: Sarah Spicer
Service Area: Housing and Landlord Services	Lead Officer role: Business Innovation Manager

## Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](https://sharepoint.com).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

### 1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

The HRA Budget 2022/23 was approved at Cabinet in January 2022. A full Equalities Impact Assessment (EQIA) for the budget can be found [here](#).

This report seeks approval for additional budget provision to address in year pressures and new priority areas for spend across three areas:

- Refurbishment of HRA parks and multi-use games areas
- Increased energy costs
- New fire safety inspection regime.

These works are of benefit to our residence, addressing issues relating to both safety and health & wellbeing. The EQIA submitted in January recognised that many tenants from protected characteristics groups who are currently over-represented in council accommodation.

Whilst these works will deplete reserves, these works are urgent and necessary and therefore justified.

### 1.2 Who will the proposal have the potential to affect?

<input type="checkbox"/> Bristol City C/ouncil workforce	<input checked="" type="checkbox"/> Service users	<input type="checkbox"/> The wider community
<input type="checkbox"/> Commissioned services	<input type="checkbox"/> City partners / Stakeholder organisations	
Additional comments:		

### 1.3 Will the proposal have an equality impact?

Could the proposal affect access levels of representation or participation in a service, or does it have the potential to change e.g. quality of life: health, education, or standard of living etc.?

If 'No' explain why you are sure there will be no equality impact, then skip steps 2-4 and request review by Equality and Inclusion Team.

If 'Yes' complete the rest of this assessment, or if you plan to complete the assessment at a later stage please state this clearly here and request review by the Equality and Inclusion Team.

Yes       No      [please select]

A full Equalities Impact was completed as part of the budget setting process, considered at Cabinet in January 2022. These proposals have no new impacts.

## Step 2: What information do we have?

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

Please use this section to demonstrate an understanding of who could be affected by the proposal. Include general population data where appropriate, and information about people who will be affected with particular reference to protected and other relevant characteristics: <https://www.bristol.gov.uk/people-communities/measuring-equalities-success>.

Use one row for each evidence source and say which characteristic(s) it relates to. You can include a mix of qualitative and quantitative data e.g. from national or local research, available data or previous consultations and engagement activities.

Outline whether there is any over or under representation of equality groups within relevant services - don't forget to benchmark to the local population where appropriate. Links to available data and reports are here [Data, statistics and intelligence \(sharepoint.com\)](#). See also: [Bristol Open Data \(Quality of Life, Census etc.\)](#); [Joint Strategic Needs Assessment \(JSNA\)](#); [Ward Statistical Profiles](#).

For workforce / management of change proposals you will need to look at the diversity of the affected teams using available evidence such as [HR Analytics: Power BI Reports \(sharepoint.com\)](#) which shows the diversity profile of council teams and service areas. Identify any over or under-representation compared with Bristol economically active citizens for different characteristics. Additional sources of useful workforce evidence include the [Employee Staff Survey Report](#) and [Stress Risk Assessment Form](#)

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
<b>Additional comments:</b>	

### 2.2 Do you currently monitor relevant activity by the following protected characteristics?

<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender Reassignment
<input type="checkbox"/> Marriage and Civil Partnership	<input type="checkbox"/> Pregnancy/Maternity	<input type="checkbox"/> Race
<input type="checkbox"/> Religion or Belief	<input type="checkbox"/> Sex	<input type="checkbox"/> Sexual Orientation

### 2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without

the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps, then state this clearly with a justification.

For workforce related proposals all relevant characteristics may not be included in HR diversity reporting (e.g. pregnancy/maternity). For smaller teams diversity data may be redacted. A high proportion of not known/not disclosed may require an action to address under-reporting.

## 2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this had been of Bristol's diverse communities. See <https://www.bristol.gov.uk/people-communities/equalities-groups>.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure please refer to [Managing change or restructure \(sharepoint.com\)](#) for advice on consulting with employees etc. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups and trades unions as well as affected staff.

## 2.5 How will engagement with stakeholders continue?

Explain how you will continue to engage with stakeholders throughout the course of planning and delivery. Please describe where more engagement and consultation is required and set out how you intend to undertake it. Include any targeted work to seek the views of under-represented groups. If you do not intend to undertake it, please set out your justification. You can ask the Equality and Inclusion Team for help in targeting particular groups.

## Step 3: Who might the proposal impact?

Analysis of impacts must be rigorous. Please demonstrate your analysis of any impacts of the proposal in this section, referring to evidence you have gathered above and the characteristics protected by the Equality Act 2010. Also include details of existing issues for particular groups that you are aware of and are seeking to address or mitigate through this proposal. See detailed guidance documents for advice on identifying potential impacts etc. [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#)

### 3.1 Does the proposal have any potentially adverse impacts on people based on their protected or other relevant characteristics?

Consider sub-categories (different kinds of disability, ethnic background etc.) and how people with combined characteristics (e.g. young women) might have particular needs or experience particular kinds of disadvantage.

Where mitigations indicate a follow-on action, include this in the 'Action Plan' Section 4.2 below.

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many groups)

<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	
Mitigations:	

### 3.2 Does the proposal create any benefits for people based on their protected or other relevant characteristics?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support our Public Sector Equality Duty to:

- ✓ Eliminate unlawful discrimination for a protected group
- ✓ Advance equality of opportunity between people who share a protected characteristic and those who don't

- ✓ Foster good relations between people who share a protected characteristic and those who don't

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## Step 4: Impact

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

What are the main conclusions of this assessment? Use this section to provide an overview of your findings. This summary can be included in decision pathway reports etc.

If you have identified any significant negative impacts which cannot be mitigated, provide a justification showing how the proposal is proportionate, necessary, and appropriate despite this.

<b>Summary of significant negative impacts and how they can be mitigated or justified:</b>

<b>Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:</b>

### 4.2 Action Plan

Use this section to set out any actions you have identified to improve data, mitigate issues, or maximise opportunities etc. If an action is to meet the needs of a particular protected group please specify this.

Improvement / action required	Responsible Officer	Timescale

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

How will you know if you have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective your approach is still appropriate.

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## Step 5: Review

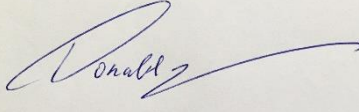
The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek feedback and review from the Equality and Inclusion Team before requesting sign off from your Director<sup>1</sup>.

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>
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<b>Director Sign-Off:</b> Donald Graham, Director Housing and Landlord Services
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<sup>1</sup> Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.



		
Date: 17/08/2022	Date: 25/08/2022	



## Decision Pathway – Report

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**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 04 October 2022

<b>TITLE</b>	<b>Flexible-level supported homelessness accommodation service (Temporary Accommodation Services)</b>		
<b>Ward(s)</b>	City Wide		
<b>Author: Joe Wheeler</b>		<b>Job title: Subject Matter Expert</b>	
<b>Cabinet lead: Cllr Tom Renhard Cabinet Member for Housing Delivery and Homes</b>		<b>Executive Director lead: Stephen Peacock Executive Director of Growth and Regeneration</b>	
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>  To approve procurement of a flexible multi-level supported housing service for citizens without dependent children, who are homeless or threatened with homelessness where the Council has a legal duty to provide accommodation.			
<b>Evidence Base:</b>  <b>1) Introduction</b>  This paper describes one of a suite of initiatives under consideration or being developed to reduce the Council’s Temporary Accommodation (TA) overspend. Other initiatives include amendments to the Supported Families Accommodation Framework (SFAF) and further utilisation of Block Contracts.  <b>2) Homelessness pressures in Bristol</b>  The pressures of homelessness continue to rise in Bristol, and the number of placements in TA is now more than 40% higher than pre-pandemic. Due to a lack of supported and affordable move on accommodation, clients are spending longer in costly and non-supported TA. Non-supported accommodation for newly homeless clients is an unsatisfactory option, with recent needs analysis (appendix 1C (a)) showing that clients assessed residing in TA presented with low, medium, or high support needs. Leaving these needs unmet leads to poor outcomes and lengthier stays in expensive and non-supported TA.  BCC currently procures approx. 295 TA units from a spot purchase framework of private landlords and Registered Providers (RPs) for single clients, and this accommodation is provided to homeless clients without any type of support service. The main issue with TA is that central government disincentivises this approach through a subsidy regime based on the Local Housing Allowance (LHA), applicable at January 2011. The spot purchase framework is expensive, as it is delivered to a price matrix on the premise that providers deliver accommodation on demand, and at short notice, with a high turnover of lets. This framework has grown as, each time it reaches capacity, framework providers bring on additional units to meet growing demand. Because the framework is fully utilised, there is no incentive for providers to lower prices, as full occupancy removes price competition.  <b>3) Single and Family Homelessness</b>			

This paper is focusing on single client homelessness, however there is a lot of activity surrounding providing better temporary accommodation solutions for families. We took a paper to cabinet (Appendix A) on 02/11/21 to expand our family supported framework, however we have had limited interest from RPs because of the limits to rents possible on the framework which prevents RPs bringing properties that are leased without making a financial loss. We are currently amending the SFAF to enable RPs to bring leased properties using the same techniques described in this paper.

#### **4) The framework proposal**

The new framework will enable partner RPs to deliver creative and innovative solutions for single homelessness clients who are currently placed in non-supported TA by providing a commissioned support service, and will enable a full cost recovery model allowing access to open market properties. A bespoke framework agreement will be developed to fully mitigate risks and prohibit exploitation of the housing benefit scheme. BCC would not commission any services that do not meet specific criteria regarding rent and service charges, accommodation standards and provision of quality housing-related support.

We present a viable alternative where support is provided to homeless clients, and the full cost of accommodation is recovered through housing benefit, where the landlord and support provider are an RP. This new service would aim to replace a significant proportion of expensive spot purchased TA through an efficient subsidy model known as 'supported exempt accommodation'. This would complement the existing Preventing Homelessness Accommodation Pathways for adults (aged 22+, without dependents) which currently provides a total of 876 units across 4 levels of support: high, high-medium, medium, and low, and the SFAF.

We have undertaken soft market engagement with three local RPs, who are enthusiastic about the framework and its opportunities for homeless clients. We have already received commitment from one local RP to transfer its family supported accommodation to the amended SFAF, with the RP also being keen to bring units to this new supported accommodation framework for singles and couples. This is a fundamentally different framework compared with the TA framework: for TA, BCC procures the housing whereas under this proposal BCC is procuring the support service. The housing is arranged and delivered by our partner RPs as a feature of the framework contract.

We estimate this proposal could deliver £1.49 million of savings pa by Year 4 on the basis of 50 units of new supported accommodation brought online each year, in addition to providing an improved quality of service to homeless clients who currently reside in non-supported TA.

#### **5) Oversight for standards, quality and value for money**

Nationally, 'exempt accommodation' has received some negative press because the provision has been exploited by some landlords. Since 2011, Bristol City Council has taken a strong corporate approach to 'exempt accommodation' through a robust and experienced housing benefit policy team, who continue to ensure that proposed 'exempt accommodation' schemes meet the criteria set out in the law. Exploitation of 'exempt accommodation' occurs almost exclusively in 'non-commissioned' services. These are services where the landlord has not been commissioned to provide housing and support by their Local Authority. Exempt accommodation issues such as those that have developed in Birmingham, and which have been reported in the national press, are not possible under the proposed housing with support commissioning framework.

The issues in Birmingham relate to non-commissioned housing services. As commissioners, we fund the support services that enables 'specified exempt accommodation' status, and without this commissioned support service, accommodation would not be accepted onto the framework. Framework conditionality gives BCC oversight of the quality, rent and service charges. For example, the framework could stipulate that BCC will only commission a service if it is fully compliant with the Regulator of Social Housing's legislative criteria and rent policy statement. BCC will be able to reject schemes and services that do not comply with framework criteria, enabling full control over quality, rents and service charges.

Bristol City Council is proposing to commission RPs to provide exempt accommodation – put simply, this is accommodation with support. The service specification, which is yet to be developed, will contain safeguards ensuring that rents and service charges are reasonable, accommodation standards are good, and support services provided are of a good quality. These proposals to commission flexible supported exempt accommodation for singles and couples has been endorsed by Bristol East MP Kerry McCarthy. One of Kerry’s key interests is raising the standards of supported exempt accommodation and preventing exploitation of these regulations.

### 6) Non-RPs on the framework

There may be an opportunity in the future to open up the framework to non-RPs, such as charities and voluntary organisations, that work in the housing and homelessness sector. Such organisations do contribute accommodation to existing commissioned services but, because they are not RPs regulated by the Regulator of Social Housing, some subsidy loss would be incurred on top of the cost of procuring the support service. This type of subsidy loss is different to TA subsidy loss, and a worked example is shown in the below table (weekly figures):

Landlord type	Eligible rent	Subsidy received (rent officer)	Notional cost of support service	Total cost to BCC	TA Subsidy Loss (for comparison)
Registered Provider	£275	£275	£50	£50	£165.96
Charity, voluntary	£275	£190	£50	£135	£165.96

### 7) Service Specification

The service specification will provide detail in respect of support service standards and expectations, accommodation type and quality standards, and framework regulation of rents and service charges, prohibiting exploitation of the housing benefit scheme.

The specification will ensure that:

- The right type and quality of accommodation is provided to people once they have become homeless
- Support is provided at an appropriate level for each personal circumstance
- A focus on move-on and resettlement, tenancy sustainment, homelessness prevention and positive service user outcomes
- Effective service monitoring arrangements and key performance indicators
- Commissioning tripartite toolkit between RP, commissioners and housing benefit, ensuring reasonable rents and service charges – with BCC commissioning support while retaining control over housing quality and cost.
- Strong, balanced and fair contractual arrangements between BCC and RPs in respect of accommodation supply and support delivery.

This service specification will be developed on a bespoke basis to reflect the dynamic nature of supported accommodation for newly homeless individuals and the utilisation of the Temporary Social Housing rent exemption. We will tender the framework to expire on 31/03/2026, so that we are able to re-commission at the same time as the SFAF. This will enable BCC to combine the two frameworks into one overarching flexible-level supported accommodation framework at that point.

On the basis of providing a support service to 150 clients at £2,600 per client per annum, the proposed maximum contract value for the 3.5 years until re-commissioning on the basis of a low support service is c. £400k

### 8) Framework Implementation Plan

The Supported Housing Delivery Board will have oversight of delivery and includes both Executive Directors from People and Growth and Regeneration. The objective is to secure 50 units of accommodation each year for the first

three years.

The project team will work with commissioners to develop the service specification, detailing precisely what services BCC is to procure. In parallel, the project team will work with procurement and legal to develop the framework and contractual arrangements between BCC and the RPs. This work can be undertaken immediately and is expected to take approximately three months.

We will stimulate the market through promotion, marketing, and engagement activity with RPs, detailing how the procurement exercise will work with the objective of delivering 50 new units of supported accommodation on a city-wide basis per annum. We are working with Housing Strategy and Enabling colleagues to thoroughly promote the framework and we are confident in delivery.

Initially, the project team will work with and support RPs to source, acquire and develop suitable properties that meet the framework conditions, and required property standards, so that properties can be brought online swiftly after the tender has closed and contracts have been awarded.

Resources will be required to provide ongoing commissioning expertise and contract management, which would comprise of a commissioning manager, and a commissioning officer.

#### **Recommendations:**

That Cabinet:

1. Authorises the Executive Director of Growth and Regeneration in consultation with Cabinet Member for Housing to take all steps required to procure and award the contract(s) necessary for the implementation of flexible supported exempt accommodation framework until 31 March 2026 as outlined in this report.
2. Authorises Executive Director of Growth and Regeneration to invoke any subsequent extensions/variations specifically defined in the contract(s) being awarded, up to the maximum budget envelope outlined in this report.

#### **Corporate Strategy alignment:**

The scheme will reduce the costs to the council, by reducing the number of temporary accommodation units in use and instead delivering additional supported accommodation through partner RPs to vulnerable homeless clients. The proposed commissioning framework will enable the standard of accommodation to be raised, while reducing the direct cost of provision to BCC.

#### **City Benefits:**

The proposal, if approved, will benefit the city in several ways:

- It will enable commissioning of homelessness accommodation on a 100% subsidy recovery basis through housing benefit, making a significant reduction to the overall £9.3 million per annum current spend on housing benefit subsidy shortfalls.
- Enable the majority of the Homelessness Prevention Grant to be spent on prevention services.
- Enable BCC to deliver a valuable and flexible housing related support service to vulnerable homeless clients.
- Develop a broader range of safe and secure housing options.
- Enable significant delivery of year-on-year cash savings to BCC's General Fund.
- Reduce reliance on expensive private sector provided TA.
- Ensure that BCC achieves best value in its spending, while enabling improved quality in service delivery.

**Consultation Details: N/A**

Background Documents: None

<b>Revenue Cost</b>	£ NA	<b>Source of Revenue Funding</b>	Flexible Homelessness Support Grant
<b>Capital Cost</b>	£ NA	<b>Source of Capital Funding</b>	NA
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input checked="" type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

### 1. Finance Advice:

The report seeks authority to setup contracts with Registered Providers (RPs) to provide support for singles currently in 1 bed self-contained accommodation. As part of the contract housing is arranged and delivered by RPs and Council pays for the support. This will result in zero subsidy loss to the Council as explained in the paper.

The current budgeted subsidy loss is £5.4m and as at Period 4 the total estimated subsidy loss was £9.3m (include all client & accommodation groups). The proposal in this paper aims to mitigate some of the subsidy pressure.

There are circa 300 clients in 1 bed self-contained accommodation costing approximately £2.5m subsidy loss per annum. The rest are house in 2-4 bedrooms accommodation.

The plan is to transfer most expensive placements to supported housing in year 1 to the lower cost by year 3.

Please note that current proposal is based on transferring a minimum of 150 clients and more clients could be transferred depending on client needs and cost effectiveness.

The proposal is expected to achieve net savings of c£1.5m over 3-4 years (worst case). Please see table 1.

As table illustrates, 50 clients will be transferred to supported accommodation every year providing savings in subsidy loss of £0.87m in year 1, increasing it to £1.9m by year 4 (before allowing for costs). It assumes 5% increase in subsidy loss from year 2 to 4. This will be offset by total support cost of £0.45m over 3 years based on £50 per week per client with 5% inflation uplift.

The potential savings is dependent on the support for single clients being fully delivered. The contract length and support care cost are yet to be finalised, therefore there is currently unquantified risk around the feasibility of the proposals.

These benefits will be assumed in the MTFP from 2023/24 subject to Cabinet approval.

**Table 1 - The Subsidy Loss and Support Contract cost for 1 bed self-contained accommodation**

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4 (Established with 150 clients)</b>
New Clients	50	50	50	0
Cumulative clients	50	100	150	150

<b>Subsidy Loss (as is currently incurred)</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4*</b>
Weekly Subsidy loss	£333.75	£228.20	£149.38	N/A
<b>Total annual subsidy loss not incurred</b>	<b>£867,761</b>	<b>£1,461,071</b>	<b>£1,849,465</b>	<b>£1,941,938</b>

Support service contract cost (to be procured)	Year 1	Year 2	Year 3	Year 4**
Weekly Cost per client	£50	£53	£55	£58
<b>Total annual support contract cost</b>	<b>£130,000</b>	<b>£266,500.00</b>	<b>£409,825.00</b>	<b>£451,474</b>

<b>Total annual net savings</b>	<b>£737,761</b>	<b>£1,194,571</b>	<b>£1,439,640</b>	<b>£1,490,465</b>
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- Figures are illustrative and will depend on the actual numbers placed each year, which will be accelerated to ensure the service mitigate the current cost pressure.

**Note**

\*The 5% inflation applied to cumulative Subsidy loss in year 4.

\*\*The 5% inflation applied to weekly cost in year 4.

**Finance Business Partner:** Kayode Olagundoye, Interim Finance Business Partner, Growth & Regeneration, 15<sup>th</sup> September 2022

**2. Legal Advice:** The procurement process must be conducted in line with the 2015 Procurement Regulations and the Councils own procurement rules. Legal services will advise and assist officers with regard to the conduct of the procurement process and the resulting contractual arrangements.

**Legal Team Leader:** Husinara Jones, Team Manager/Solicitor 16 September 2022

**3. Implications on IT:** I can see no implications on IT in regards to this activity.

**IT Team Leader:** Gavin Arbuckle – 12<sup>th</sup> August 2022

**4. HR Advice:** No HR implications

**HR Partner:** Chris Hather – 10<sup>th</sup> August 2022

<b>EDM Sign-off</b>	Stephen Peacock, Executive Director of Growth and Regeneration	17 <sup>th</sup> August 2022
<b>Cabinet Member sign-off</b>	Cllr Tom Renhard, Cabinet Member for Housing Delivery and Homes Cllr Craig Cheney, Cabinet Member for City Economy, Finance, and Performance	15 <sup>th</sup> August 2022 21 <sup>st</sup> September 2022
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	5 <sup>th</sup> September 2022

<b>Appendix A – Further essential background / detail on the proposal</b> <a href="#">Supported Family Framework and Contracts Extension (bristol.gov.uk)</a> <a href="#">Corporate Strategy 2022-27 (bristol.gov.uk)</a>	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>YES</b>
<b>Appendix E – Equalities impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>YES</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>No</b>
<b>Appendix J – HR advice</b>	<b>NO</b>

<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>



## Appendix 1A – Technical and Supplementary Information

1. For accommodation provided by an RP to be 'exempt', BCC must commission provision of a housing-related support service, which is 'above minimal', and required by the client being housed by the RP. A recently conducted needs analysis at Appendix 1C, identified that clients residing in non-supported TA, would all have benefitted from a support service at such a difficult and turbulent point in their lives.
2. Bristol currently has a range of shared and self-contained low support accommodation (approx. 329 units) for singles within the Preventing Homelessness Accommodation Pathways for adults (22+ without dependents). However, due to limited capacity within the existing Pathways because of the current rise in demand for homelessness services, the housing needs of approx. 295 additional homeless clients are currently being met via non-supported TA, which is not a suitable accommodation option for those presenting with support needs.
3. We propose emulating the modified supported families' framework with RPs, but for single clients. The framework would commission RPs to deliver accommodation with support via:
  - Leasing accommodation on the private housing market for delivery as Temporary Social Housing (TSH) [exempt from the Rent Standard]
  - To lease empty properties and refurbish using the TSH rent exemption
  - A formula rent [the Rent Standard] plus service charges

The ability for RPs to deliver accommodation exempt from the rent standard will enable properties to be utilised that do not sit within current RP portfolios. This feature should enable RPs to bring properties online to reduce reliance on expensive spot-purchased TA. We would require that RPs do not transfer over existing commissioned accommodation into the new framework by stipulating that the units must bring additional capacity to homelessness services.

4. The rent and service charges should correlate closely to the cost of providing the accommodation to the client. Where accommodation is offered above the Rent Standard, it must comply with the requirements of the Temporary Social Housing Rent Standard 'exemption', with a rent which is aggregated from evidencable rent and service charge elements.
5. Scheme commissioning will be agreed in tandem with HB providing an in-principal agreement on rent and service charges. Commissioned schemes decided through a tri-partite agreement between commissioners, housing benefit policy, and the RP.
6. Central government subsidy for TA is very limited. As an example, one framework provider charges £439.40 per week for a one-bed self-contained accommodation unit. This is paid via housing benefit, but central government only return £109.04 per week to BCC, equating to an annual 'loss' in respect of one unit of £17,178. The overall subsidy loss of these approx. 295 single clients is c. £2.5 million per annum. This equates to an average annual loss of £8,584 per client. The highest weekly loss is £544.20 per week for a couple in self-contained accommodation, and the average weekly loss is £165 per client housed. The average subsidy loss for 50 most expensive clients is £333.75 per week.
7. BCC procures TA for families and single people. Across approximately 818 units, BCC loses approximately £9.3 million per annum to TA subsidy. Of this £9.3 million, as above approx. £2.5 million is in respect of singles, and £6.8 million is in respect of families. Some of this loss is mitigated by departmental budgets, but the current projected budgets overspent for 22/23 is £3.9 million – see appendix 1B for further details. We are seeking to address these overspends through more efficient commissioning of services.
8. To ensure compliance with the Rent Standard, rents and service charges will be agreed with the RP by commissioners and housing benefit policy officers.

<b>Element</b>	<b>21/22</b>	<b>22/23</b>
Budget (Growth of £2.3m less £0.725m savings)	£2,500,000	£4,075,000.00
Prevention Grant	£1,300,000	£1,300,000
Public Health funding - (One-off mitigation)	£1,124,000	0
Covid Grant - (One-off mitigation)	£221,557	0
Subsidy loss	-£7,248,249	-£9,288,336
<b>Total loss</b>	<b>-£2,102,692</b>	<b>-£3,913,336</b>
<b>Budget + Prevention Grant - Subsidy Loss</b>	<b>-£3,448,249</b>	<b>-£3,913,336</b>

**Difference 21/22 to 22/23**

£1,575,000

£0

-£1,124,000

-£221,557

-£2,040,087

-£1,810,644

-£465,087

### **Needs Analysis – temporary accommodation clients**

A study commissioned by Housing Options (Appendix 1C to this report) conducted a needs analysis of clients currently living in **non-supported Temporary Accommodation**. Of the 797 households in spot purchased TA (families and singles):

- 117 (15%) present high support needs
- 39 (5%) present high-medium support needs
- 103 (13%) present medium support needs
- 335 (42%) present low support needs
- 203 (25%) are yet to have their support needs identified.

#### **Subset for single person spot purchased accommodation:**

- 23% present high support needs
- 8% present medium-high support needs
- 16% present medium support needs
- 22% present low support needs
- 31% have not been assessed or did not engage with the assessment process

We can be confident that the 25-31% of 'not yet assessed' will also require support, since none (0%) of the 69-75% of clients whose support needs are known through assessment have been assessed as not having any support needs.

This illustrates there is a clear need for varying levels of support in this currently non-supported sector, which can be met via the commissioning of a flexible housing-related support service in accommodation provided by a Registered Provider.



# **Bristol City Council**

## **Floating Support Services**

### **Needs Analysis**

**July 2022**

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# Executive Summary

This needs analysis presents information on the needs of people who may require resettlement or floating support to:

- Maintain their current 'unsupported' Temporary Accommodation; currently there is no service provision focussed on this.
- Young people moving-on from supported accommodation; currently there is no service provision focussed on this.
- Adults moving-on from supported accommodation; currently a commissioned resettlement service provided by Live West.
- Sustain current accommodation (when a resident is at high risk of losing a tenancy); currently a service is provided by BCC Tenant Support Service and to an extent by the Bristol Vulnerable Parents Floating Support Service.
- Move into more appropriate accommodation.

This report includes data from those staying in a range of BCC commissioned or paid for short-term accommodation settings to prevent and relieve homelessness to illustrate potential support needs to help with move on.

Information in this report will be used to develop an understanding of the current resettlement/floating support delivered and to identify any gaps that need to be filled.

The report proceeds as follows:

- The **introduction** outlines the purpose of the Needs Analysis and links to other reports completed or in development, which are focussed on floating support specifically provided to those in accommodation to prevent and/or relieve homelessness.
- **Bristol Demographics and Joint Strategic Needs Analysis (JSNA) Data**

## **Gaps in provision (needs identified)**

The population of Bristol is now estimated to be 465,900 people and has become increasingly diverse, which is an indication of a growing demand on services.

- The BAME population make up 16% of the total population in Bristol. This is an increase from 8.2% of all people in 2001, an indication of growing demand for floating and resettlement services to support vulnerable people maintain and settled in the community.
- A survey commissioned by Bristol Healthwatch evidenced that 61% of participants had sought help for anxiety or depression, 35% stated they had a physical health condition expected to last 12 months or more, 24% stated they had a mental health condition expected to last 12 months or more is an indication of need for longer support period.
- Based on the 2015 resident population there were up to 31,500 Lesbian, Gay and Bisexual people living in Bristol. There is a potential gap for a floating support service for this group of people with support needs.

- Rates of young people admitted to hospital due to self-harm (512 per 100,000) are still significantly worse than the England average (430 per 100,000). An indication of long-term floating/resettlement support for young people.

## Section A: Data from Existing Resettlement Service & Floating Support Services

### • Preventing Homelessness Accommodation Pathways – Resettlement Support Service Data

This report includes information on the needs and outcomes of the people using the Resettlement Service and also considers the data of other BCC Floating Support Services. At the time of writing, the Pathways Resettlement Support Service which commenced on 2<sup>nd</sup> July 2018 is due for recommissioning for a new contract to be in place starting 23<sup>rd</sup> October 2023. The service has received 464 referrals and placed 448 clients in the service since it commenced. This needs and gap analysis will further inform the commissioning plan for this service moving forward. Included in the scope of this needs analysis is a broad range of support needs presented by homeless singles, couples, and families.

#### Gaps in provision (needs identified)

- Over 50% of the clients have mental health needs and 46% have physical health needs.
- 33% (one third) have drugs & alcohol support needs and 11% have support needs relating to Domestic Abuse & Sexual Violence (DA & SV).
- 83% of clients not in employment, education, training or volunteering.
- The joint transition work is not effective as it could be, resulting in Housing Benefit (HB) and Universal Credit (UC) claims not setup in a timely manner.
- Resettlement Service staff need additional expertise around an understanding of specialist services that support people with more complex and enduring mental health and other support needs.
- A longer period of resettlement support would be of benefit.

### • Bristol Vulnerable Parents Alliance Floating Support Service Data

275 people were supported to maintain or move into independent longer-term and permanent accommodation between 2019 to 2022.

#### Gaps in provision (needs identified)

- 50% of clients have mental health support needs.
- Lack of referrals from Emergency and Temporary Accommodation into BVPA floating support services resulting in low numbers of clients on the BVPA floating support waiting list.
- There are 96 low support, 9 medium support and 9 high support male households in Emergency and Temporary Accommodation, however none have been referred to floating support services.
- Specialist support for families with learning difficulties would be of benefit.



- **Tenant Support Service Data**

271 floating support clients were placed into the service and 280 planned departures (229 floating support and 51 advice & assistance cases) during the period 1st April 2021 to 31st March 2022.

**Gaps in provision (needs identified)**

- 44% of clients have mental health needs and 29% have physical health needs.
- The service has no capacity to support people presenting complex mental health problems.
- Support time is limited, therefore longer support time is required.
- Co-ordination of various floating support services that can identify gaps and overlaps between cohorts and services.
- Lack of specialist drug/alcohol floating support Service. There is the Substance Use Team now, but it is very small, and there is a big demand for this type of service.
- Lack of specialist mental health support services to meet the rising demand.
- A specialist quick response mental health service providing resettlement support would be advantageous, to help set up tenancies until longer term mental health related support can be provided.

**Section B: Potential Referral Routes to Current Floating Support Services**

- Information from the **Preventing Homelessness Accommodation Pathways – adults (22+)** highlights that since 28th October 2017, 1,495 people have left this supported accommodation in a planned way and moved into longer-term accommodation were referred into the Resettlement service.

**Gaps in provision (needs identified)**

- Low numbers in relevant planned and unplanned departures from pathways are referred to Resettlement support, however the level of support needs suggests a higher rate of referrals is required.
- Over 50% of clients have mental health support needs and over 25% of clients have physical health needs. This suggests there is a need for a resettlement support service with specialist knowledge and capacity to support clients referred but also to support them to engage with specialist support services i.e., mental and physical health related services.

- Information from the **Young People’s Housing & Independence Pathway** is included, showing number of young people who were supported to move into independent longer-term and permanent accommodation, and those who have returned within 6 and 12 months of their planned departure or previous closure in 2019-2022.

**Gaps in provision (needs identified)**

- Young People moving out of the Young People’s Pathway have no clear referral route for resettlement support or floating support service to support them when moving into longer-term and permanent accommodation. The data shows that in total, 106 young people have returned to services for support following their planned departures or upon closure of their cases within 6 and 12 months. A further 8 young

people have returned to high support services within 6 months of their planned departures.

- A resettlement support service to support young people to take up and maintain education, training, volunteering and or employment opportunities is vital and missing from existing service provision.
- A resettlement or floating support service that can help young people moving into settled accommodation to continue to engage with specialist support services i.e., mental health related services.

- **The wider needs of homeless households in Emergency and Temporary Accommodation**

This includes information on singles, couples and families staying in a range of short-term accommodation settings to prevent and relieve homelessness. Currently, there are 797 households in emergency and temporary accommodation, 404 identify as singles and 398 identify as couple or families. From the 797 household in emergency and temporary accommodation only 35 families and 78 singles have been referred for floating support.

There is a variety of Rough Sleeping Initiative (RSI) funded floating support services but most of these households in Emergency and Temporary Accommodation do not qualify to access these services due to the criteria set for these RSI Services.

#### **Gaps in provision (needs identified)**

- Floating support for singles in temporary accommodation would be beneficial to address support needs across all levels of support, while waiting for supported accommodation. Some of them may be supported to return to family or friends and take up private rented tenancies where this is appropriate.
- Floating support for families in temporary accommodation would be beneficial to address medium and low-level support needs in particular, while waiting for supported accommodation as outlined above.
- Floating support for young people aged 16-24 in temporary accommodation would be beneficial to address high and medium support needs in particular.

### **Section C: Mapping other floating support services and data included**

- Data is included that examines a range of other floating support services, and furthermore, outlining the needs and outcomes of people using these services. A table mapping out the range of other floating support services is presented, which covers the services provided for those at risk of or experiencing homelessness.

#### **Gaps in provision (needs identified)**

- Longer-term support services to support people with enduring mental health issues would be beneficial.

- There is a long waiting list for the “Help When You Need It” floating support mental health service, which highlights the high demand for this type of service.
- Data limitations are acknowledged, and improvements are identified.

DRAFT

# Introduction

This Needs Analysis presents the needs of homeless households: singles and couples or families; in Bristol, who are either at risk of, currently experiencing or recovering from homelessness, to inform the forthcoming Floating Support Services Commissioning Plan.

Thus, data is presented from the current Preventing Homelessness Accommodation Pathways Resettlement Service, Bristol Vulnerable Parents Alliance Floating Support Service, BCC Tenant Support Service, Preventing Homelessness Accommodation Pathways – adults (22+), Young People's Housing & Independence Pathway and other services commissioned or paid for by Bristol City Council.

However, there is limited data available on the wider range of other floating support services potentially accessible to homeless households. However, this report does provide high level mapping and some data available for other homelessness related floating support services in Bristol.

## **Out of scope for this needs analysis**

It is also acknowledged that there are also several other reports available, or in progress, which analyse the needs of homeless households from a specific perspective for example, those facing multiple disadvantages, linked to those Rough Sleeping Service and the accommodation needs of families requiring supported accommodation.

However, the focus in this needs analysis is on 'floating' support needs or move on (resettlement) support but not on the direct accommodation needs. So have included the potential demand from those placed in 'unsupported' TA who have support needs but excludes need/demand for supported temporary accommodation itself.

# Bristol Demographics and Joint Strategic Needs Analysis (JSNA) Data

As part of this needs analysis, it is important to consider the current and estimated future demographics of the wider population of Bristol<sup>1</sup>, which is the largest city in the Southwest and one of the ten 'Core Cities' in Great Britain.

- The population of Bristol is now estimated to be 465,900<sup>2</sup> people and has become increasingly diverse.
- The proportion of the population who are not 'White British' has increased from 12% to 22% of the total population.
- Bristol has a relatively young age profile with more children aged 0-15 than people aged 65 and over.
- The Black, Asian or Minority Ethnic group (BAME) population (all groups with the exception of all White groups) make up 16% of the total population in Bristol. This is an increase from 8.2% of all people in 2001.
- 'White British' make up 78% of all people and 'White non-British' (include the Eastern European population as well as 'White Irish' and 'White Gypsy or Irish Traveller') make up 6% of all people.
- Based on the 2015 resident population there are up to 31,500 Lesbian, Gay and Bisexual people living in Bristol.
- A new survey commissioned by Bristol Healthwatch regarding LGBT Health Needs was published in 2016 evidence that 61% of participants had sought help for anxiety or depression and 35% stated they had a physical health condition expected to last 12 months or more. 24% stated they had a mental health condition expected to last 12 months or more.

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<sup>1</sup> Population of Bristol - December 2021

<sup>2</sup> ONS 2020 Mid-Year Population Estimates

# Section A: Data from Resettlement Support Service to be recommissioned and other Floating Support Services

## Introduction

This section covers the needs and outcomes data of the current Resettlement Support Service that is attached to the Preventing Homelessness Accommodation Pathways for adults, as well as that of the BCC commissioned Bristol Vulnerable Parents Alliance Floating Support Service, and both BCC Tenant Support Service and Community Support Team.

- The focus of the current resettlement support service is adults aged 22+ (but excludes families or young people).
- The focus of the current Bristol Vulnerable Parents Alliance Floating Support Service is on vulnerable and young families (but excludes families with older children).
- The focus of the current BCC Tenant Support Service is more targeted at those households in settled accommodation but at high risk of losing their tenancy. To be eligible for the service, people must meet the eligible criteria and meet the level of vulnerability required to access this service, have a need for housing-related support to prevent homelessness or to assist clients who are homeless, and have recourse to public funds along with a clear local connection to Bristol, or have settled tenure in Bristol.

## Preventing Homelessness Accommodation Pathways Resettlement Support Service Data

### Introduction

In July 2018, the Pathways Resettlement Support Service was set up to work closely with the four pathways to prevent people from becoming homeless again after a departure from the preventing homelessness accommodation pathways. The contract for this service is due to end on 22<sup>nd</sup> October 2023.

The Resettlement Service provides support to people who have left the preventing homelessness accommodation pathways, including couples and a small number of women with dependent children (who may have been accommodated in pathway 3). Most clients are aged 22+. The only criteria for the pathway resettlement service are as follows:

1. Someone is leaving or has left one of the accommodation pathways; and
2. They would benefit from a period of resettlement support to sustain their new accommodation.

Referrals to the Resettlement Service all originate from the preventing homelessness accommodation pathways and are primarily for people who are leaving the pathways in a planned way and those who have moved in with friends or family and not privately rented accommodation, however these options are not thought to be sustainable.

## Departures and Outcomes Data

The key performance indicators set for the Pathways Resettlement Service are shown below and cover the last three years of service performance (2019-22).

## Key Performance Indicators – outcomes against targets

	Target	Indicator	Outcome
1.	<b>Responsiveness</b> – the number of referrals to which the service takes more than two working days to respond	0%	<b>0%</b>
2.	<b>Successful resettlement</b> – the percentage of people who are supported by the resettlement service following a planned departure from the adult pathways who are still in suitable accommodation at the end of the support period.	At least 95%	<b>98.51%</b>
3.	<b>Preventing repeat homelessness</b> – the percentage of people who are supported by the resettlement service following a planned departure from the pathways who are referred again to the homelessness pathways in the year following their departure.	No more than 10%	<b>2%</b>

The Resettlement Service has responded to all referrals within the target of 2 working days. The service has achieved 463 planned departures and 4 unplanned departures (98% successful resettlement). There were 13 (2%) clients who were supported by the Resettlement Service following a planned departure from the pathways who are referred again to the homelessness pathways within the year following their departure. Additionally, although there are no targets against these outcomes, the service has received 464 referrals and placed 448 clients in the service, with an average duration in service of 210 days and 1.3% refusal rate due to risks.

The anticipated numbers of planned departures from the adult pathways calculated ahead of the service starting have been higher than the actual numbers. These were partly due to the increase complexity of client's support needs resulting in longer support time, lack of appropriate move-on accommodation for those ready to move-on, the recent impact of the Covid-19 pandemic on clients and services experiencing a delay in voids maintenance and turnaround of voids. The Resettlement Service does not have a waiting list to assess demand, but it relies on the numbers of appropriate departures from the preventing homelessness accommodation pathways.

The data below shows the quarterly referrals made into the Resettlement Service during the period April 2019 to March 2022 and the actual planned departures from the pathways. The data is indicating that from the total of 981 planned departures from the adult pathways, only 464 (47%) were referred into the resettlement service.

Year	Quarterly Referrals to Resettlement Service				Annual Referrals to Resettlement Service	Annual Pathway planned departures
	Q1	Q2	Q3	Q4	Totals	Totals
2019-20	28	25	25	56	<b>134</b>	<b>355</b>
2020-21	52	44	50	54	<b>200</b>	<b>341</b>
2021-22	37	25	23	45	<b>130</b>	<b>285</b>

## Overview of Needs and Equalities Data

### Introduction

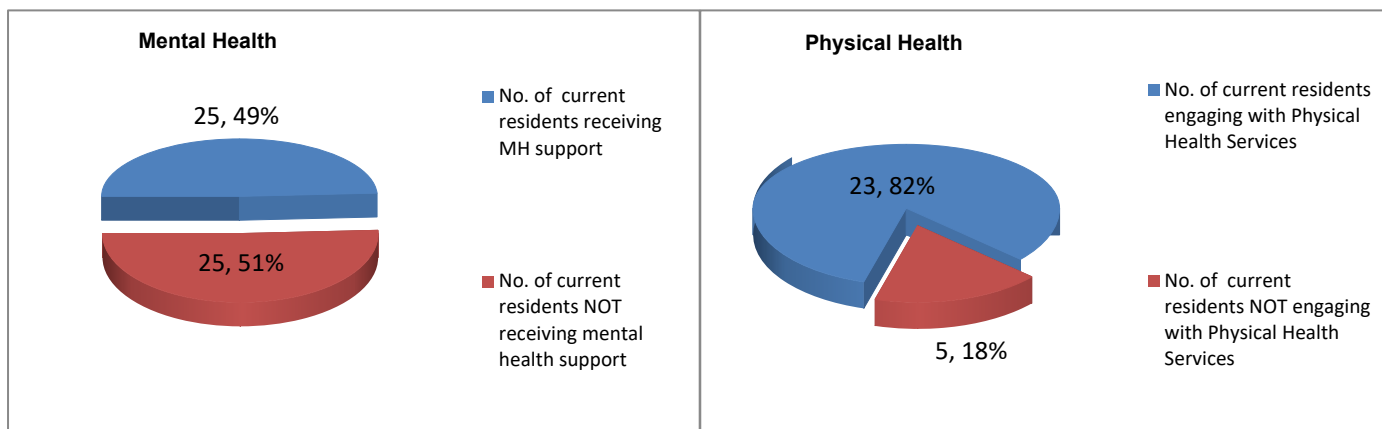
The homelessness contracts and commissioning team collects quarterly client needs data from the Resettlement Support service. The needs data below represents a snapshot of clients in the service for the period 1st April 2021 to 31st March 2022.

### Current Service User Needs Analysis

Between April 2021 to March 2022, on average per quarter, there were 61 clients supported by the service. The data below shows that 50 (82%) have mental health related support needs and 28 (46%) have physical health related support needs.

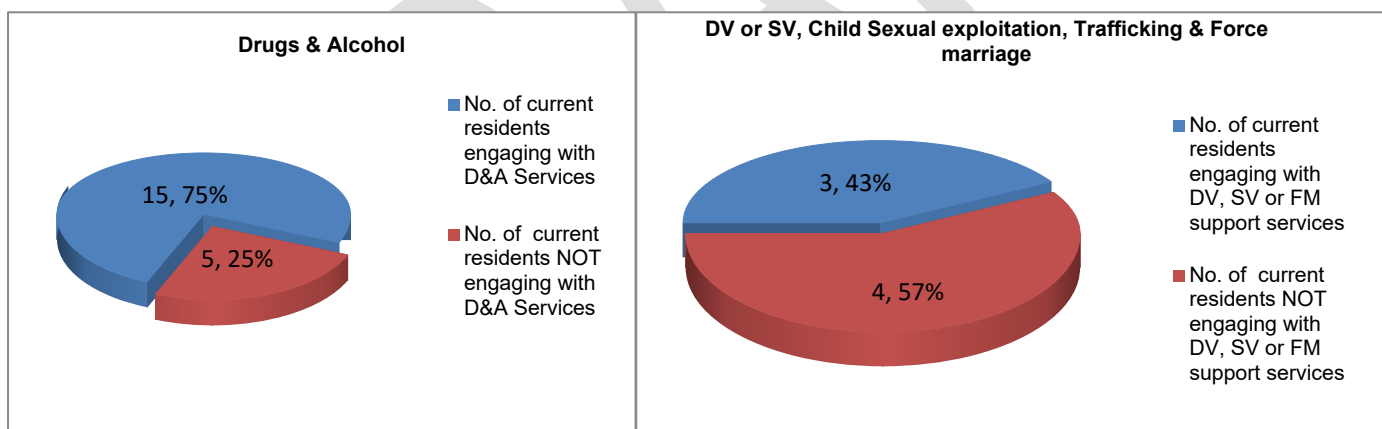


Some clients are presenting low-level mental health related problems, anxiety & general depression, and do not require support from specialist services, however there is a high threshold set by the specialist support services that must be met for support to be provided. The restrictions due to the Covid-19 pandemic also had an impact on client engagement as services were only providing online support or providing a very limited face-to-face service that did not meet the demand.



The data below shows that 20 (33%) of clients have drug and alcohol related problems and 7 (11%) have support needs relating to domestic abuse & sexual violence, child sexual exploitation or trafficking, or forced marriage.

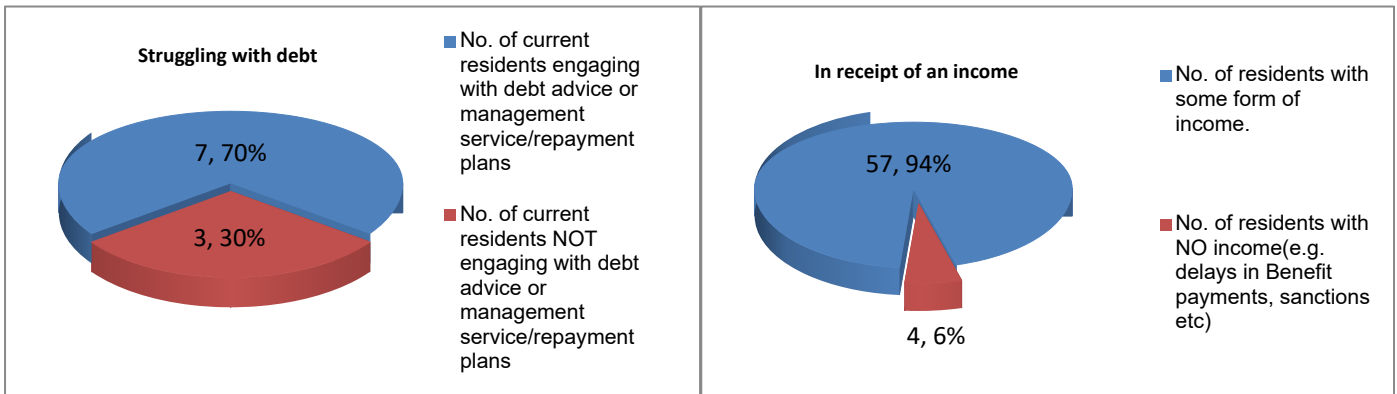
The effect of restrictions due to the Covid-19 pandemic has resulted in many drug and alcohol support services being closed and replaced by online support, thus reducing the accessibility for clients to engage with online drug and alcohol support services. Services have steadily been opening up again and service users are reconnecting or connecting anew with these services.



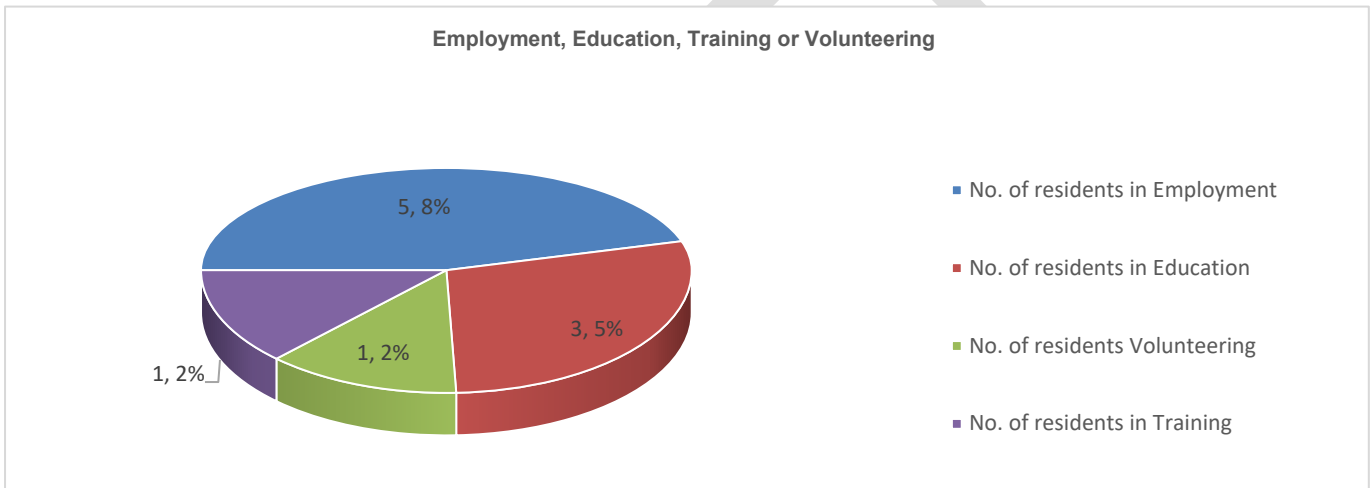
The data below indicates 10 (16%) were struggling with debt and money-related problems and 4 (6%) were identified as having no income, for example, due to delays in benefit payments or financial sanctions placed on them.

The last 2 years has seen a reduction in the number of referrals made to money advice and support services.





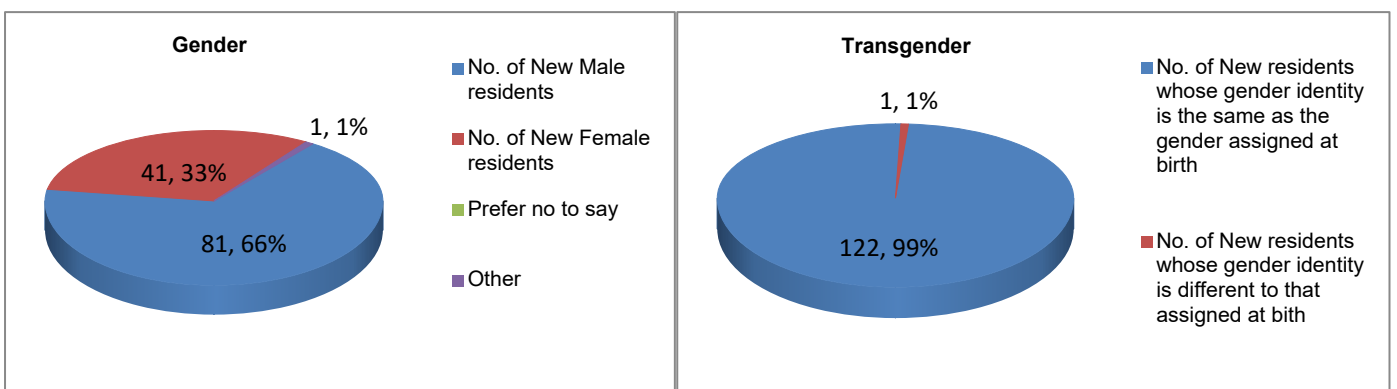
The data below shows that 10 (16%) clients were either in employment, education, volunteering or in training. This means on average, 51 (83%) of clients were not in employment, education, volunteering or training. The reasons for low numbers of people on employment, education, training and volunteering could be due to a reduction on services available coming out of the restrictions relating to the Covid-19 pandemic and the fact that the benefits system makes it difficult for those looking for work to be able to afford to live in supported accommodation.



**Equalities Analysis – Current Service Users**

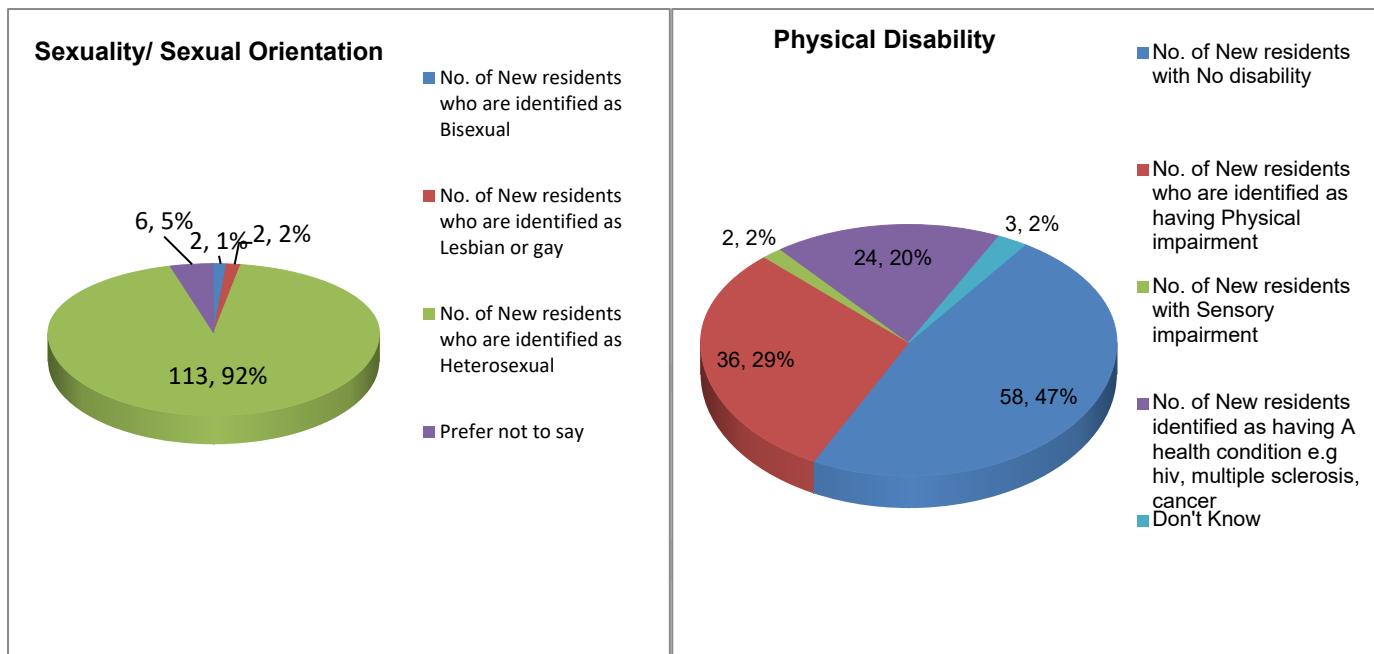
The equalities analysis is based on new placements into the Resettlement support services for the period 1st April 2021 to 31st March 2022.

There are more male only places or units in the pathways than women only places or units, hence more male clients being referred to the Resettlement Service. The data below shows 81 (66%) of male and 41(33%) of female placements in the service, compared to Bristol demographics of 50% male and 50% female. In terms of the wider Bristol demographics, on average, 4% represents gender identity that is different to that assigned at birth in comparison to the preventing homelessness accommodation pathways new placement data of 1%.

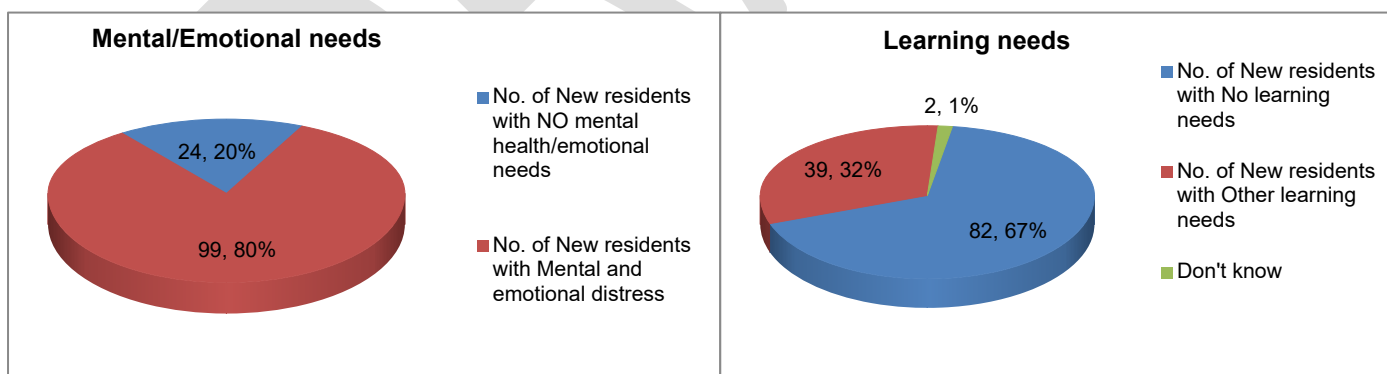


The data below indicates that 4 (4%) of new clients report to be bisexual, lesbian or gay in comparison to Bristol demographics of 9%. There is a gap here which could also be due to staff not being comfortable with asking the question around sexuality or clients are not comfortable disclosing their sexuality and therefore 6 clients (5%) preferred not to disclose this.

The new placement data indicates that 36 (29%) of clients have a physical impairment, 2 (2%) have a sensory impairment and 24 (20%) of clients have a health condition (e.g., HIV, Multiple Sclerosis, Cancer). In total, 62 (51%) present these needs, in comparison to the Bristol demographics of 17%.

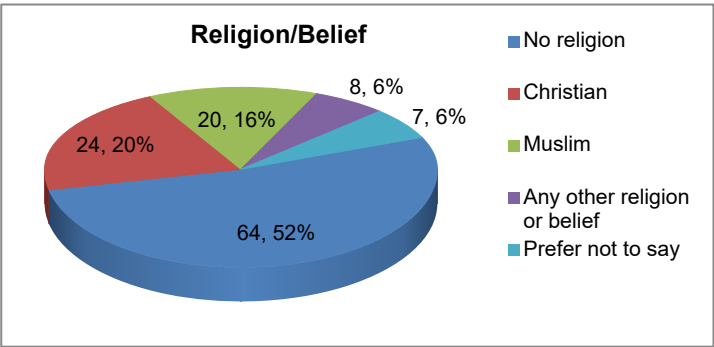
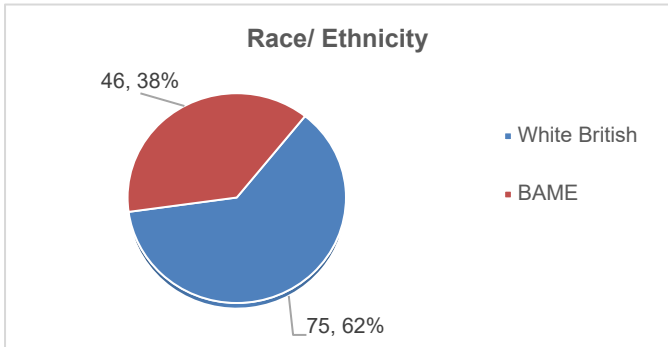


The data below indicates that of the total of 123 new placements, 99 (80%) have mental and/or emotional needs and 24 (20%) have no mental health/emotional needs. 39 (32%) have other learning needs, 82 (67%) have no learning needs and 2 (1%) do not know whether or not they have other learning needs.

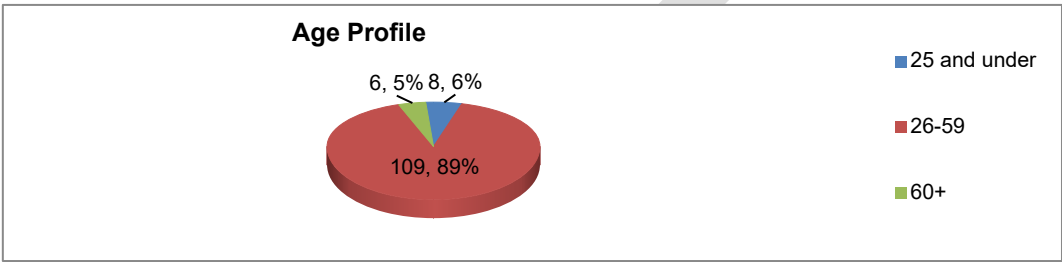


The data below indicates a high percentage of people from a BAME background; 46 (38%) in the new placement data in comparison to Bristol Demographics of 16%. 75 (62%) of clients reported to be from a White background in the new placement in comparison to Bristol demographics of 84%.

Data on religion or belief suggests that there is a high proportion 64 (52%) of clients presented in the new placement data who do not hold a religion or belief in comparison to Bristol demographics of 37%. Data also suggests that fewer; 24 (20%) of people, are reporting to be Christian in comparison to Bristol demographics of 47%. Data further suggests that 20 (16%) of clients are reporting to be Muslim in comparison to the Bristol Demographics of 5%. A total of 7 (6%) of clients prefer not to disclose their religion or belief.



The data below indicates that of the total of 123 new placements, 8 (6%) are aged 25 and under, 109 (89%) are aged between 26 to 59 years, and 6 (5%) are 60 years and over. The service was designed for people moving on from the preventing homelessness accommodation pathways, hence most clients are aged 26-59.



## Client & Staff Voice

### Client Voice

What difference has the service made to your life?	How easy was it to access the service?	Are we or have we met your needs?	Is there anything we could have done differently?	Do you feel you were prepared for independent living before you accessed our service
SW was helpful, kind and went above and beyond helping with a carpet from charities	I can't remember how I accessed the service. I think someone did it on my behalf	All my needs were met, I literally couldn't have asked for anything more.	Absolutely not. It exceeded all expectations, and I cannot express my gratitude enough.	Definitely, not
I was supported with moving but I had a very bad start with my first support worker.	I think my previous support worker did it for me. I can't remember.	My needs were only partly met. I feel like there is so much more I still need help with, and we are coming to the end of my support.	Yes, I think that I am being discharged too soon when not all of my needs have been met	Yes, I felt I was ready.
I felt like I was helped an awful lot. My SW made my life so much easier.	I cannot remember how I came into the service	Yes, all my needs were met, SW was just amazing and helped me with everything	Yes, I feel like I needed support for longer. I need to get my life back on track.	No, I wasn't before and I'm not now.
I feel like there was always someone to speak to. My SW help me with furniture and carpets.	I don't remember how I accessed the service	All my needs are being met by my housing officer and SW both are brilliant	I have asked them to take my service charge straight from my benefits but that is not happening.	No. I wasn't prepared before because I am dyslexic and can't always remember things
Getting my own place has been a relief and given me a sense of security. I feel happier with family close by and hope to continue my recovery	Difficult journey getting here, and I've suffered but ok now with resettlement	My SW was great, helping with letters and settings things up.	No - SW was helpful and a nice person. She was easy to speak to.	It was traumatic living at my last place and saw some horrible things. I am now starting to learn to do things.
Change it for the positive. It was what I had needed for a long time.	Easy to bid for property, I was patient and not fussy. Resettlement easy to access.	MY SW is good, worked with me to get what I need.	don't think so - it's been good.	I felt a little overwhelmed when I moved. I have support with my mental health which has helped adjust

Helpful for setting things up and having someone available to talk to for support. Also had help with an item from charity.	Easy, all arranged by ARA	All my needs were met, had good support, and follow up calls too	All good, only think that would have been better was to get help with more charity items	I did feel prepared. My last place at ARA was a self-contained flat so I did have some experience learning to pay bills.
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## Staff feedback

- Some clients can manage, but a lot of them struggle setting up bills, understanding formal letters.
- Those in receipt of UC do not understand that their HB will stop after they leave supported housing and will need to claim housing costs promptly, so rent is covered.
- Clients are often asking for help with moving costs when it is too late for resettlement to help.
- There has been no encouragement to get clients to prepare in respect of furnishing their new home. Expectation for charity awards is not in line with current availability, or realistic in the length of time it may take to process.
- Some clients have health and support needs that are too great and should not have moved without suitable support/care packages in place.
- Some clients have presented as ready to move but on moving have found it too stressful and have had increases with mental health issues or relapsed with their addiction.
- Some clients come to us a little unprepared or unready. I have some clients say this themselves and feel as though they have been rushed through the pathways.
- I find some clients don't have basic things set up that would make the transition into their tenancy easier, i.e., I.D., bank accounts, etc.
- Clients who are ready and prepared for their tenancy, our service is helpful in having a support for daunting tasks when moving and gradually reducing support while increasing independence.
- Some clients don't want to engage. It takes a lot of time trying to communicate with them before they said we don't need support.
- Some clients do not request any support for a while and when I intend to end support, they are not happy to leave support.
- It is a problem when a tenancy starts too quickly. Landlords expect a tenant to move with minimal notice – this is an issue where the flat is empty and a client has no furniture or white goods. It helps lessen stress for the client when benefit is available to cover both rents for a short period and they can maintain accommodation for somewhere to sleep and cook for themselves.
- Viewing and sign-ups are not client friendly. As well as expecting a quick move after viewing, clients are often unaware of meter locations and the need to consider taking readings asap. Gas uncapping for boilers often presents delays with obtaining heating and hot water, because of setting up new accounts. Many clients do not feel confident about understanding information provided at sign up.
- A few clients have support needs that are ongoing, past the end of resettlement. I find that there are clients who need more long-term support.
- A client who recently joined had no current claim for HB covering supported accommodation, this left a severe debt.

# Section A cont'd: Bristol Vulnerable Parents Alliance Floating Support Service

## Introduction

The BCC commissioned Bristol Vulnerable Parents Alliance Floating Support Service commenced on 1<sup>st</sup> October 2018 for 3 years ending on 30<sup>th</sup> September 2023, with the option to extend for a further 2 years. This is an integrated service, which is a partnership between Elim Housing Association and Places for People. The floating support service is a city-wide service for young and vulnerable parents aged 16+ who are pregnant or with a child aged 3 or under.

## Departures and Outcomes Data

The data below relates to the period 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2022. The service has a capacity of 80 clients per year (20 per quarter). There were 275 planned departures and 5 unplanned departures (97% planned departures overall). There were low numbers of people on the waiting list, therefore the Providers had to widen the service eligibility criteria to increase referrals into the service, for example, by taking referrals for people who are currently staying in emergency and temporary accommodation, and the young people's pathway. Most clients are supported to maintain their current accommodation rather than assist them to move into supported accommodation, which partially accounts for the low number presented in the outcomes against the targets.

Key Performance Indicator	Target	Outcomes (2019-22)
No. of new placements	240	265
% Planned departures	95%	97%
No. of clients who were engaged with and assisted to move into supported accommodation	120	51
No. of clients where homelessness was prevented for at least six months	120	123
Ratio of Refusal to Acceptance	7%	0%

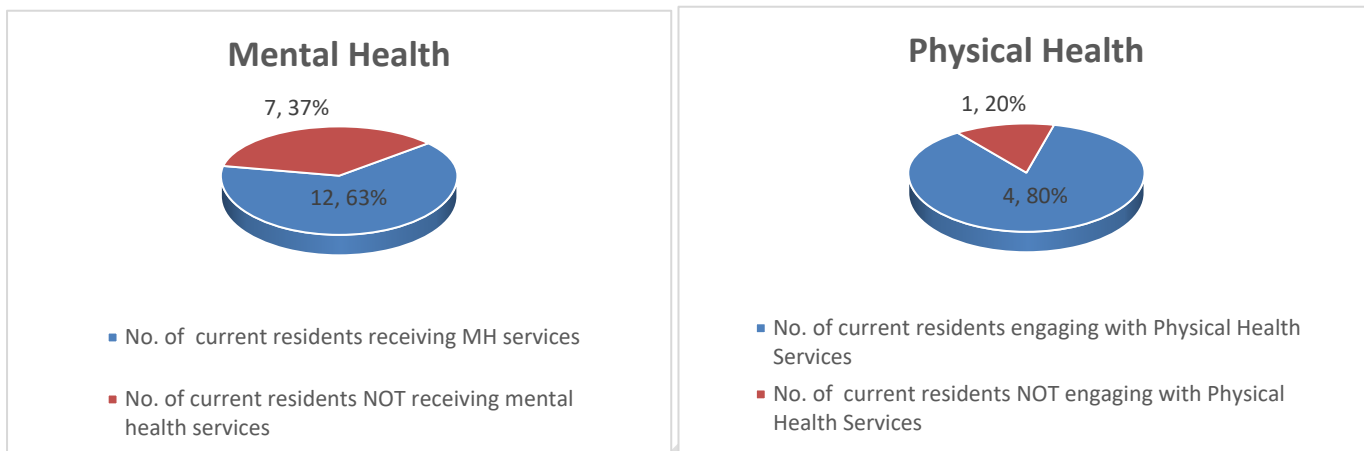
The data below shows that 38 people in the service currently have primary and secondary needs. The data shows that 25 teenage parents pregnant aged 16-19 and 20+ have accommodation support needs and 7 are homeless families. Currently, there are 5 people on the HSR waiting list for the service, all with low support needs.

Needs	Primary Needs	Secondary Needs
Teenage parent/ pregnant aged 16-19	14	2
Homeless families with support needs	7	2
Pregnant/ with child aged 20+	11	0
Young person leaving care aged 16-17	1	0
Generic	3	16
None	1	8
Risk of domestic violence	1	1
Person with mental health problems – diagnosed	0	4
Person with physical and/or sensory impairment	0	1
Refugee	0	3
Person with learning difficulties – diagnosed	0	1

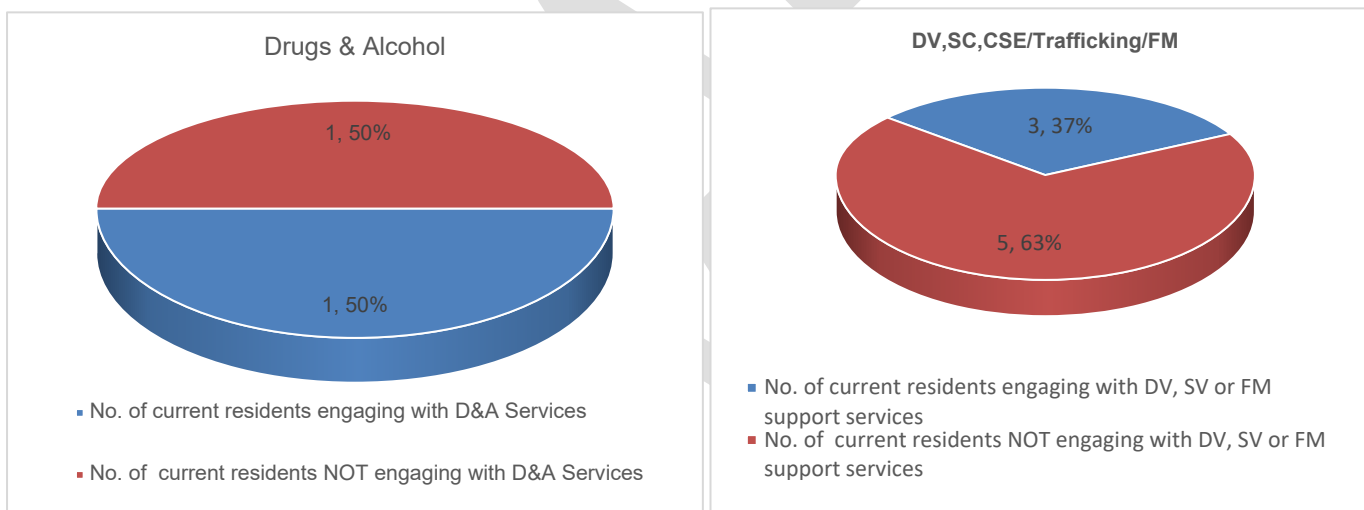
## Service User Needs Analysis

On average, there were 36 residents, 19 (53%) have mental health related problems and 5 (14%) have physical health problems.

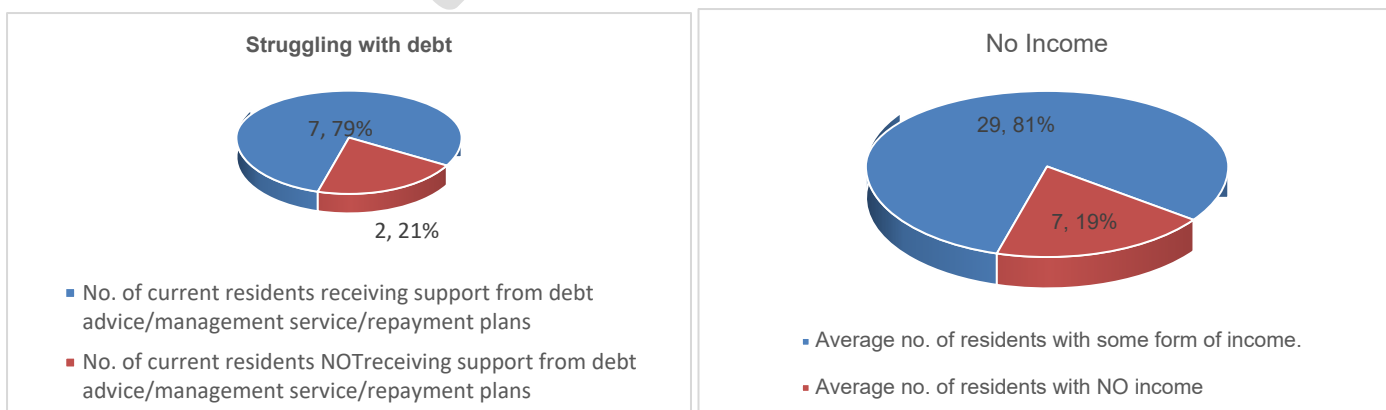
There are often barriers to accessing these services which have high demand and high thresholds that must be met for support to be agreed and provided.



The data below shows that on average, 2 (6%) clients have drug & alcohol support needs and 8 (22%) of residents have needs relating to domestic abuses & sexual violence, child sexual exploitation or trafficking, or forced marriage.

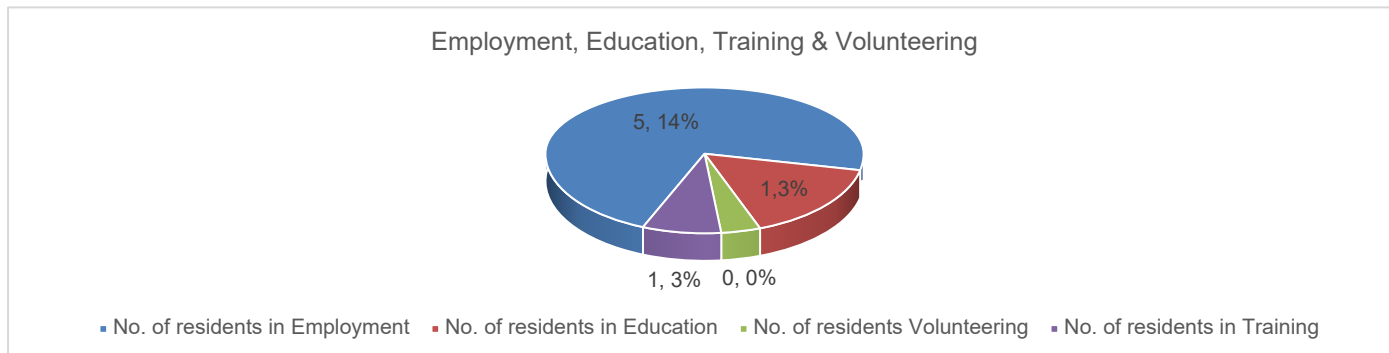


The data below shows an average of 9 (25%) were struggling with debt and 7 (19%) were identified as having no income, for example, due to delays in benefit payments or financial sanctions being placed on them.

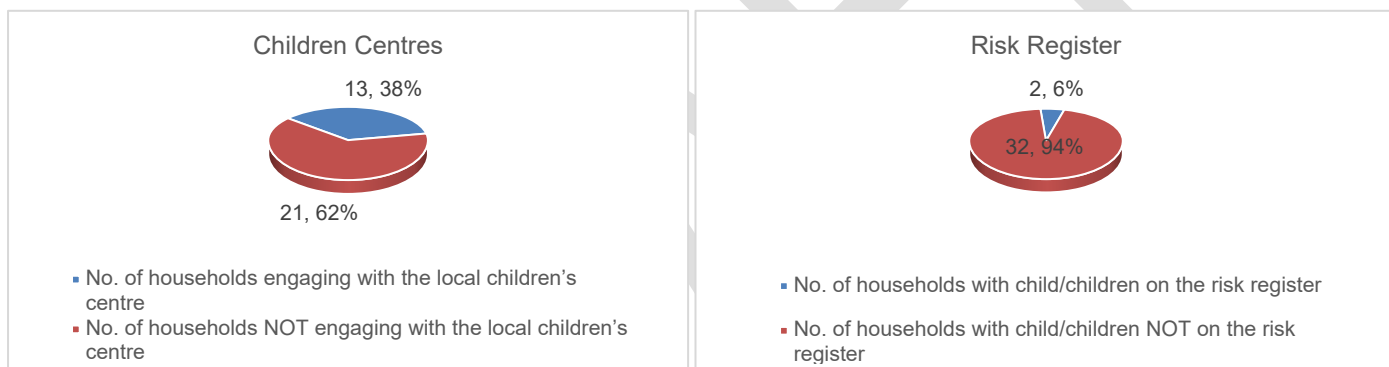


Of 36 current residents, 5 (14%) were in employment, 1 (3%) were in education, 0 (0%) were in volunteering and 1 (3%) were in training. This means on average, 29 (81%) were not in employment, education, volunteering or training.

Low engagement in these meaningful activities is partly due to the fact that the way the benefits system is setup makes it difficult for those looking for work to be able to afford to live in supported accommodation.



The data below indicates that on average, there were 34 households with children, 13 (38%) of households were not engaging with local children centres, which is partly due to other children being of older ages and attending primary or secondary schools. The data further shows that 2 (3%) of households with a child or children are on the risk register.



## Client & Staff Voice

### Staff feedback

- There is little or no specialist support for families who present learning disabilities.
- More high support places are needed for both single parents and couples. There is very little supported housing for couples with families, currently no high support for couples.
- Straight forward route into supported housing schemes for looked after children with families.
- Vulnerable families with social care involvement, often hard to get timely referrals into supported housing schemes.
- Young couples' accommodation. Young families are often advised that only the Mum and baby can be housed, resulting in the family being forced to live separately.
- Assessment centres and intensive support placements are needed.
- Use of family supported housing to house families who are homeless but don't have support needs, means that more vulnerable families are not housed, they can end up in emergency housing where they are more vulnerable.
- Services for fathers.
- Specialist workers at schemes to assess families parenting.

- Supported accommodation for families with more than one child.
- Space for professionals working with vulnerable families to meet and discuss housing options and to get an agreement re housing to avoid moving them into emergency accommodation first.

### **Client feedback**

- Don't understand the process and difference between types of temporary housing.
- Multiple moves in emergency accommodation. One very vulnerable family has had several moves causing obvious distress. These families struggle to maintain links with health workers and children's services.

DRAFT



# Section A cont'd: BCC Tenant Support Service (TSS) & Community Support Team (CST) Generic Floating Support

## Introduction

The generic floating support service provides is a city-wide floating support service, providing housing-related support, advice and/or assistance and resettlement support to vulnerable single people, couples, young people, and families who are at risk of losing their homes. The service provides a range of responses to prevent homelessness and promote independence, these includes supporting people to sustain their current tenancy, to move to and sustain a new tenancy, or to move in with friends or family in a planned way, resulting in safe and settled accommodation.

The service has a capacity of 340 new clients per year. During the period 1st April 2021 to 31st March 2022, there was a total of 271 (223 Floating Support & 48 advice & assistance cases) new placements. The service has experienced some staffing shortages and diverted work due to Covid'19 which has affected the overall performance this year. There were 280 planned departures (229 floating support and 51 advice & assistance cases).

The data below shows there are 125 current service users of which 25 families primary needs are homelessness with support needs, 26 people with physical or sensory impairment, 11 people with diagnosed and 3 with undiagnosed mental health needs.

Needs	Primary Needs	Secondary Needs
Former rough sleeper	4	2
Generic	14	34
Homeless families with support needs	25	5
Person at risk of offending	2	0
Person with alcohol problems	2	4
Person with complex needs	9	2
Person with drug problems	3	2
Person with learning difficulties - undiagnosed	3	5
Person with learning difficulties - diagnosed	4	2
Person with mental health problems – diagnosed	11	13
Person with mental health problems – undiagnosed	3	9
Person with a physical/ sensory impairment	26	12
Refugee	1	7
Risk of domestic abuse	6	2

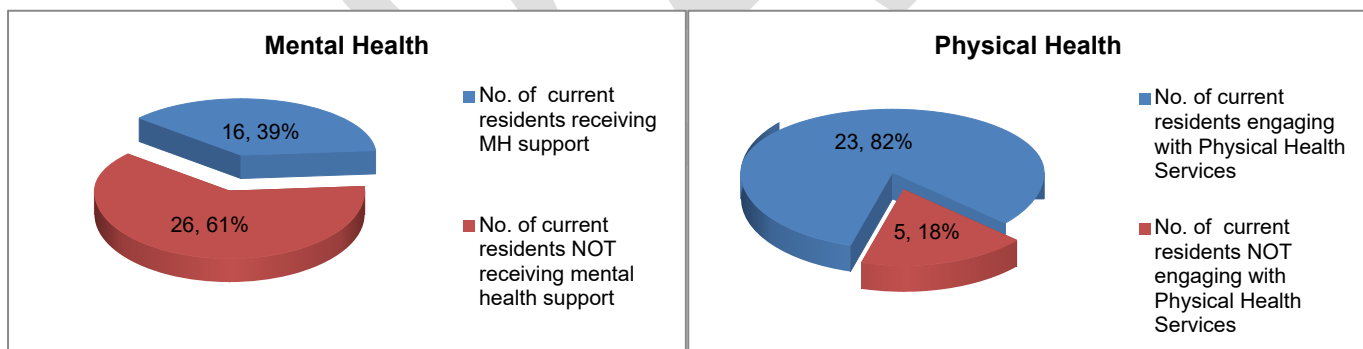
The data below shows refusals for the service for various reason during the period April 2021 to March 2022. The data is showing that 49 people were refused due to inappropriate referrals, they are suitable for a different service and 26 people were refused because their needs are too high. This is an indication that there is a high number of clients coming through with complex mental health needs. There are other floating support services that are design to support people with high complex mental health need for example "Help When You Need It" and Golden Key Floating

Support Service. However, these services carry lengthy waiting lists and prospective clients must meet high thresholds for support to be agreed and provided. This results in a potential gap for clients with medium to high support mental health related needs.

Reason	Applicant did not attend interview	Refused service	Incomplete HSR form	Inappropriate agent referral	Needs too low	Accepted for other support	Shortlisted	Unable to contact
Client did not engage	11	3	0	0	0	0	0	16
Client refused support	1	4	2	0	1	0	0	1
Client already receiving support	4	0	0	2	2	7	0	0
Needs to high	0	0	0	26	0	0	0	0
Incomplete referral form	0	0	4	0	0	0	0	0
Suitable for different service	3	1	1	49	5	4	21	3

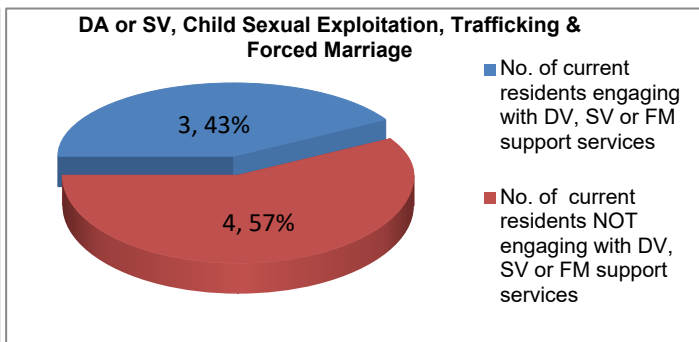
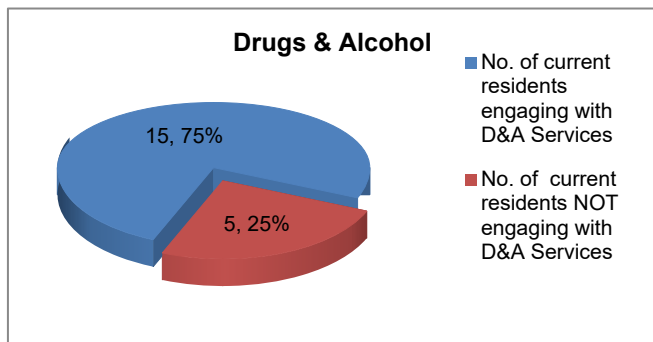
## Overview of Needs data

Of the 96 clients in total, on average, 42 (44%) had mental health support needs and 28 (29%) had physical health support needs. Reluctancy to access specialist mental health support services and some clients' non-engagement were the main reasons for clients not receiving support, however there is also a high threshold that must be met for the specialist service to be offered and provided.

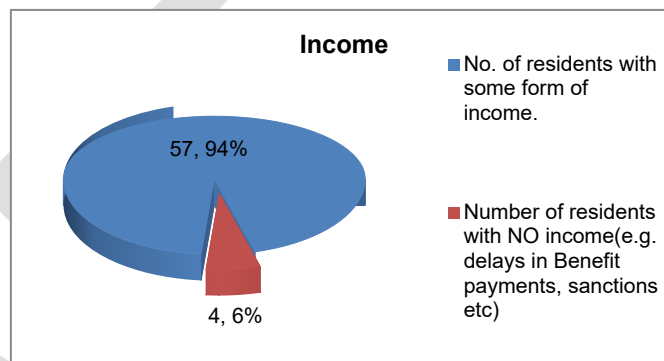
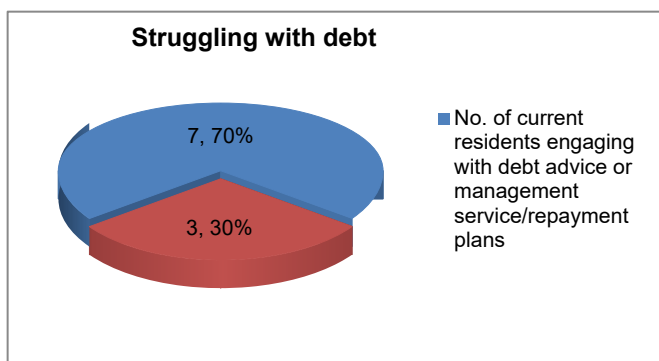


The data below shows that on average, 20 (21%) of clients have drug and alcohol related support needs and 7 (7%) have support needs relating to domestic abuse & sexual violence, child sexual exploitation or trafficking, or forced marriage.

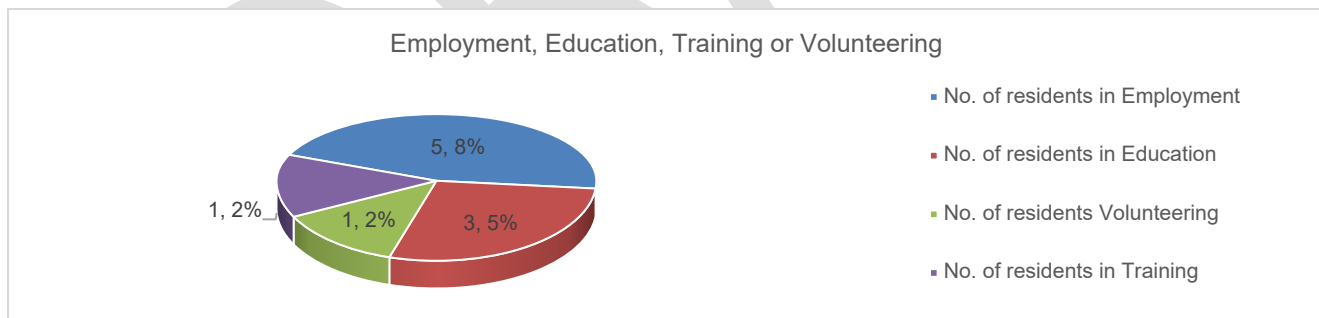
There is a high demand for accessing specialist support services, which has resulted in a high threshold for clients to meet for support to be agreed, however it is recognised that some clients choose not to engage with this support.



The data below shows that 10 (10%) of clients were struggling with debt and 4 (6%) were identified as having no income, for example, due to delays in benefit payments or financial sanctions being placed on them. The data shows that the number of referrals to money advice and support related services is low.



The data below shows that 10 (10%) of clients were either in employment, education, volunteering or in training. This means that 86 (90%) of clients were not in employment, education, volunteering or training. One of the reasons for the low number of people in employment, education, volunteering, and training could be partly due to the period when restrictions were in place due to the Covid-19 pandemic and the fact that the benefits system makes it difficult for those looking for work to be able to afford to live in supported accommodation.



## Client & Staff Voice

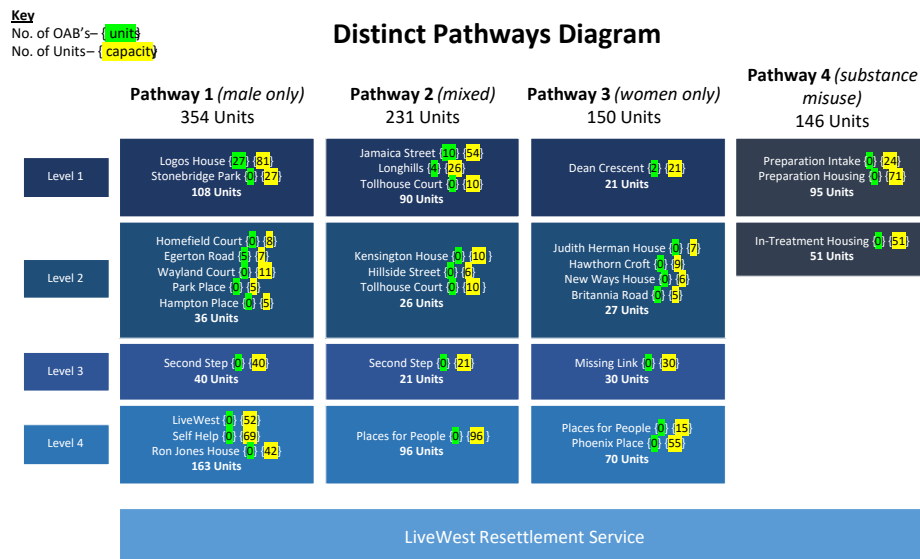
### Staff feedback

- Ongoing support (currently the support provided is time limited).
- Sufficient capacity to meet support needs of people with significant mental health problems.
- Absence of overall co-ordination of floating support services: at present there are multiple patchworks of floating support services; funded, commissioned, and provided in different ways, resulting in gaps and overlaps.
- Unfulfilled posts in the Community Support Team, Tenant Support Service and Sensory Support Service are being deleted. The service will be using short-term underspend to meet support other urgent Housing Options priorities. This will result in a reduction of the services' capacity to provide floating support in the future.

# Section B: Preventing Homelessness Accommodation Pathways – adults (22+) Data

## Introduction

In October 2017, four new accommodation pathways for people recovering from homelessness were launched to reduce the number of people sleeping rough, reduce the need for spot purchased emergency accommodation and to improve the numbers of people moving successfully out of the pathway into sustainable living. The diagram below shows the structure of the four adult pathways that make referrals to the Resettlement Service.



## Departures and Outcomes

The data below is showing there were in total 1179 departures from the adult pathways from 1st April 2019 to 31st March 2022 that could be referred to the Resettlement support service. About one third, 464 referrals into the Resettlement service for the same period. Performance reports have indicated that there were 43 clients (one in eleven placements) who had a planned departures from the pathways and returned to Level 1 service within six months of their planned departure.

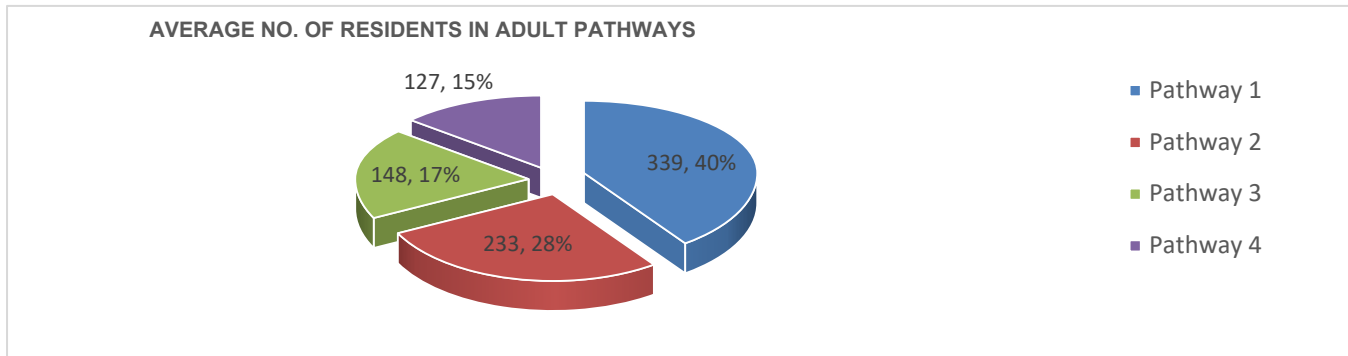
On average 42% of referrals to the Resettlement services were from the level 1 & 2 services and 58% are from level 3 & 4 service.

During the last 12 months there were 49 planned departures to friends & family, 29 into private renting, 25 went into registered social landlords, 102 went into BCC accommodation & 80 were planned others.

Pathway	No. Planned Departures	No. Unplanned Departures appropriate for referral to Resettlement Service
Pathway 1	452	19
Pathway 2	242	19
Pathway 3	225	12
Pathway 4	205	5

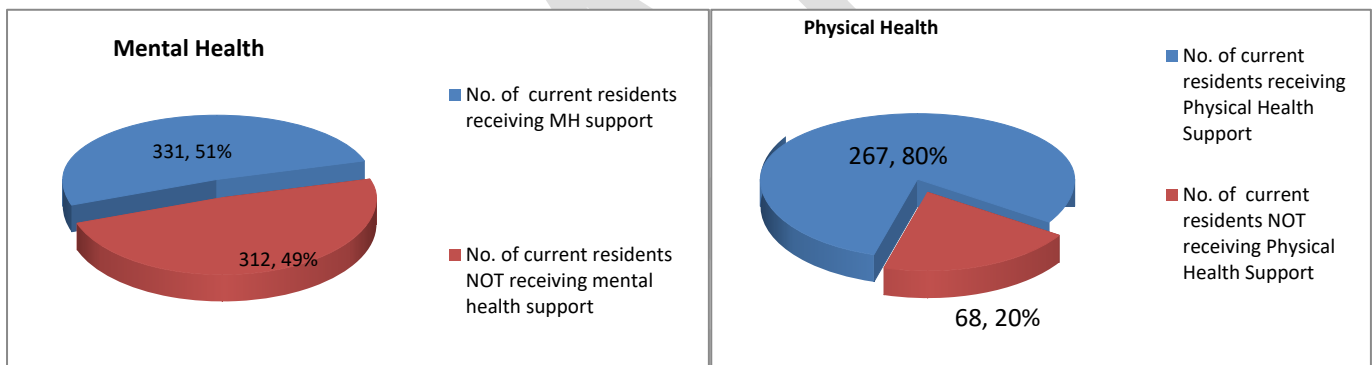
## Overview of Needs and Equalities Data

The needs analysis below is a snapshot of clients in the adult's pathways services during the period April 2021 to March 2022. During this period there were on average 847 total clients in the adult pathways as shown below.

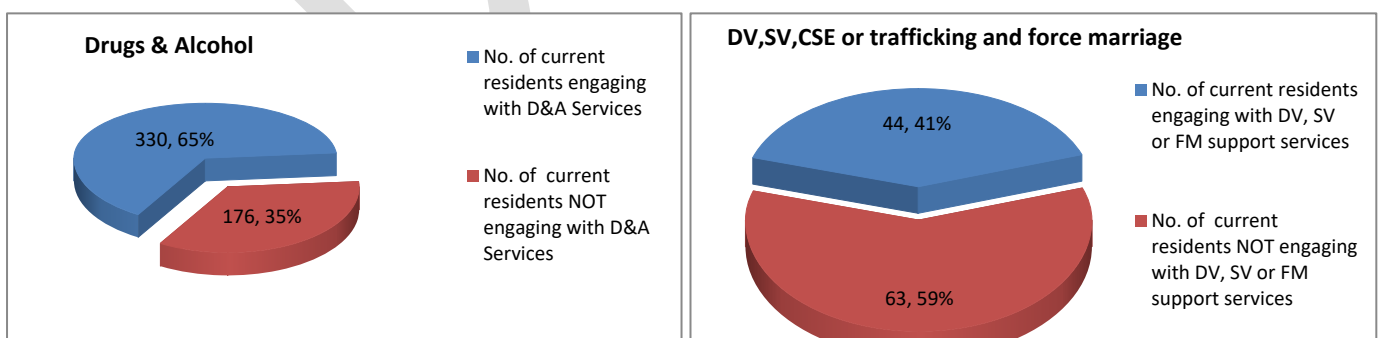


The data below indicates on average, 643 (76%) of residents have mental health support needs and 335 (40%) of residents have physical health needs.

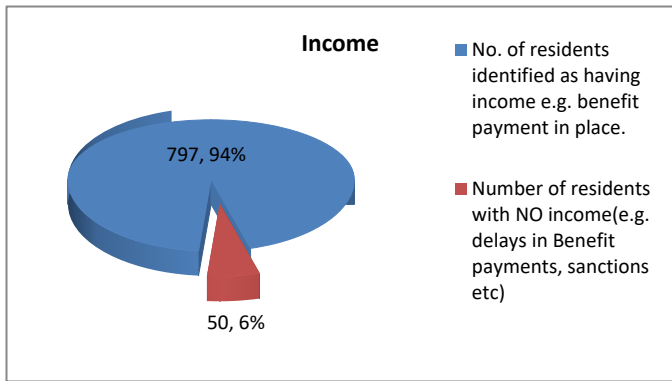
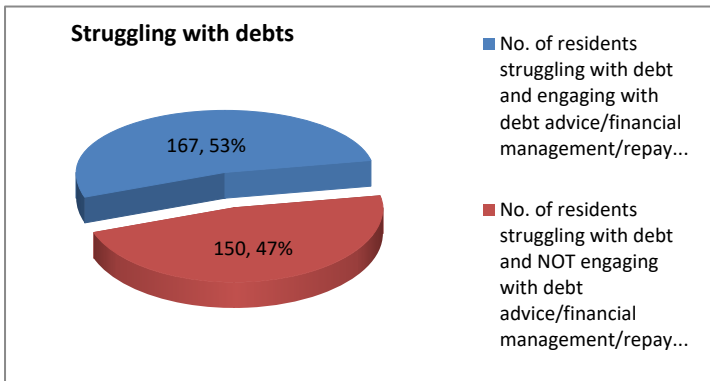
The impact of the Covid-19 pandemic may in part attribute to an increase in both mental health and physical health support needs, which a large proportion of mental health and physical health support services inaccessible. Some specialist support services have high thresholds that must be met for support to be offered. The pathways present a lack in the number of accessible or suitably adapted accommodation for clients who present accessibility needs.



The data below indicates on average, 506(60%) of residents have drugs and alcohol support needs and 107(13%) of residents needing domestic violence, sexual violence, child sexual exploitation or trafficking and forced marriage support.

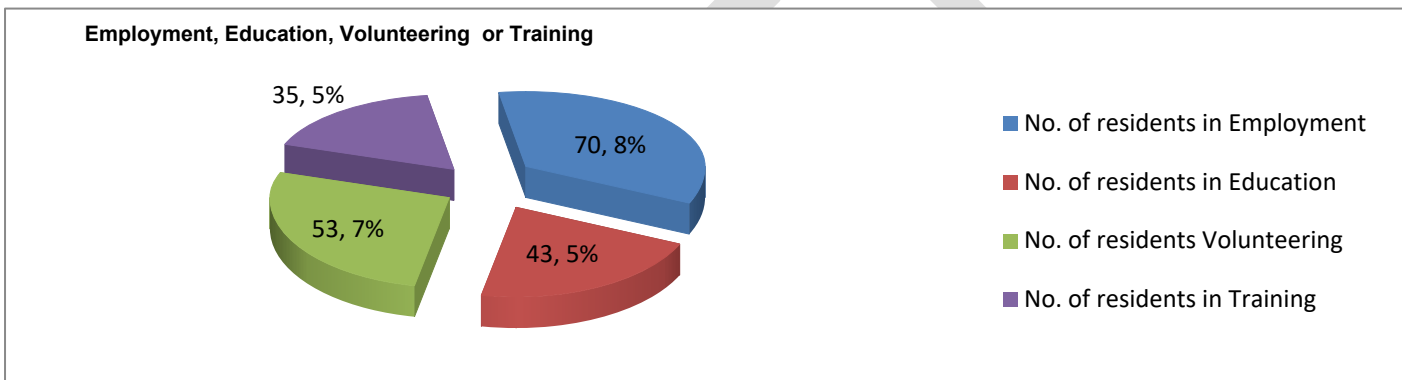


The data below indicates that on average there were 317(37%) of residents struggling with debts and 50(6%) were identified as having no income for example, due to delays in benefit payments or sanctions.



The data below indicates 201 (25%) of residents were either in employment, education, volunteering or in training. The data further indicates on average 646 (75%) of clients were not in employment, education, volunteering or training.

Most clients in high to medium level are not ready for employment, education, training or volunteering due to their support needs. But also, the benefit system makes it difficult for those looking for work to be able to afford to live in supported accommodation.



# Section B cont'd: Young People's Housing & Independence Pathway Data

## Introduction

Bristol has adopted a 'positive pathway approach' to help prevent youth homelessness. Bristol's pathway approach is focus on providing information early and helping young people to stay living with their family where safe to do so and helping young people to resolve any housing problems before they are in housing crisis. For care leavers, the approach aims to enable better planning of housing options before they leave care or leave Staying Put placements.

We have commissioned the following services as part of the young people's housing and independence pathway:

- A Youth Housing Hub service to help more vulnerable young people and their families to prevent housing crisis and help them access the support and housing they need in a more planned way.
- Low support accommodation.
- High support self-contained accommodation.
- High/medium support accommodation schemes.
- Specialist accommodation and support for young parents.

The service is for young people aged 16 – 21 who are homeless or at risk of homelessness and Bristol care leavers up to their 25th birthday. This includes 16–17-year-old young people at risk of entering local authority care. The services are available to young people aged up to 25 years if they would benefit from specialist young people's services because they have a learning disability and/or are particularly vulnerable because they are at risk of harm from others, or from self-harm.

There is, however, limited access to floating support services for young people especially for those young people moving into long-term or permanent accommodation.

## Departures and Outcomes Data

The table below shows the data for Bristol Youth Housing Hub. The data shows 752 referrals for the service, 266 total cases closed for people supported to maintain their accommodation or moved into long-term or permanent accommodation. Data further indicates 80 people have returned within 6 months and 26 people returned within 12 months of their case closure, an indication of gap in the support provision.

Bristol Youth MAPS - full Year Monitoring 2020-21	Non-parents	Parents	Total
<b>Total New Referrals this year*</b>	<b>736</b>	<b>16</b>	<b>752</b>
<b>Total Case Closed</b>	<b>262</b>	<b>4</b>	<b>266</b>
Of new full cases # who have returned within 6 months of previous closure	78	2	80
Of new full cases # who have returned within 12 months of previous closure	30	0	26



The performance data below relates to young people’s pathway accommodation service for the period 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2022. In total the services had 389 planned and 142 unplanned departures from both services. There were 8 people who returned to level 1 service within six months of their planned departure.

Key Performance Indicator	Service	Target	Outcomes 2021-22
% Planned departures	1625 Low Support	75%	73%
	Livewest Low Support	75%	91%
	1625 St George’s House	75%	77%
	Livewest Bristol Foyer	75%	61%
	Youth Project	80%	67%
Clients left in a planned way back on for L1 service within 6 months	1625 Low Support	5%	0%
	Livewest Low Support	5%	4%
	1625 St George’s House	15%	11.67%
	Livewest Bristol Foyer	15%	7%
	Youth Project	15%	0%

**Staff Feedback**

*“We support young people when moving into our service and support when the YP’s are moving on, although some do not contact us after leaving so it is hard to assist with change of address etc. A floating support service would be very helpful when leaving the youth pathway. Live West have a resettlement service that we are able to refer to, it would be great to have other options.”*

*“Support with benefit (changing details and changing sometimes from HB to Housing Element).”*

*“Local signposting to food banks potentially as I know you can be fairly skint when you move.”*

*“Also support with budgeting and getting in the habit of regular rent payments.”*

*“Managing benefits. Can be particularly helpful for people who struggle with anxiety and find it difficult going out. They are less likely to access drop-in services or make phone calls for support with finances for example.”*

*“Asylum seekers and people who don’t speak English as their first language may be put off accessing support independently.”*

*“Support with setting up bills, utilities, internet, changing address etc, getting this wrong could lead to financial hardship.”*

*“Having someone to talk to could make YP’s feel safe knowing they have some continuity and support when moving to a different house, and possibly a completely different area part of the city etc...”*

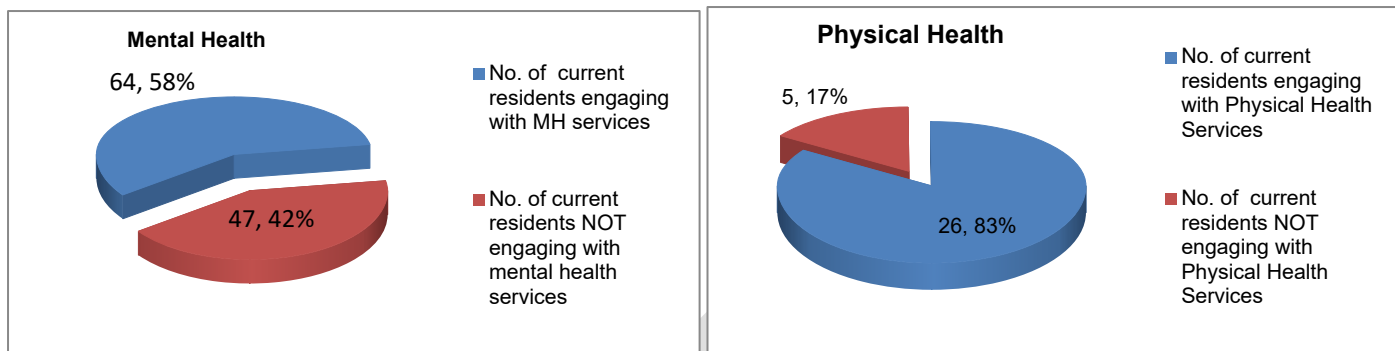
*“Further grant applications and getting to know the area if necessary.”*



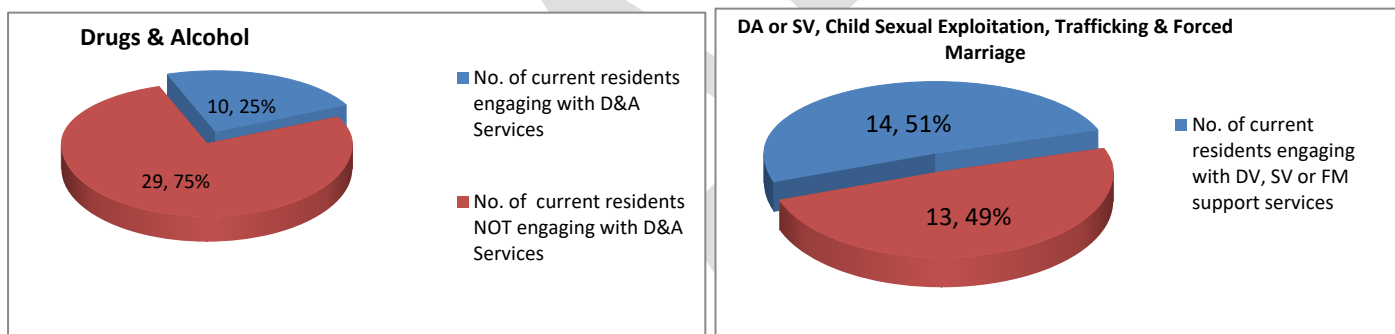
## Young People’s High & Low Support Service User Needs Analysis

There was on average a total 246 clients in this service per year. 111 (45%) of clients had mental health support problems and 31 (28%) of residents had physical health problems.

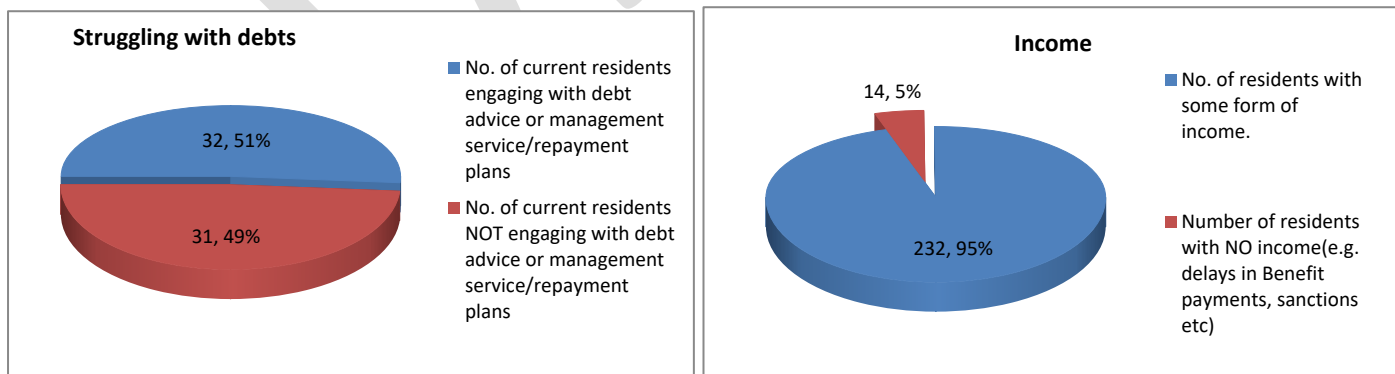
The increase in both mental health and physical health problems could in part be attributed to by the impact of the Covid-19 pandemic, relevant support services have been very stretched to meet the current high demand, which has meant a higher threshold must be met in order to offer support. It is recognised that there is already a high threshold that clients must meet in order to be offered and receive the appropriate support.



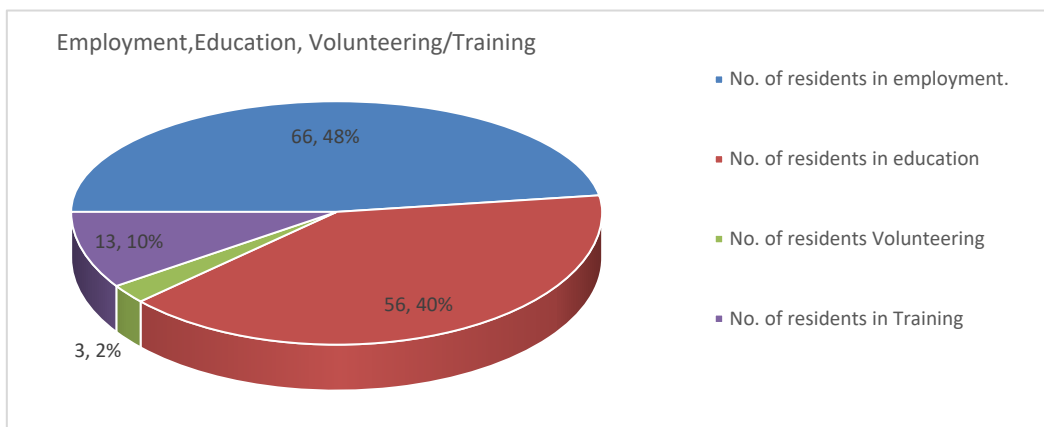
On average, 39 (16%) of clients have drug and alcohol related problems and 27 (11%) of clients present needs relating to domestic abuse or sexual violence, child sexual exploitation or trafficking, or forced marriage.



The data below shows that 63 (26%) of clients are struggling with debt, and 19 (8%) are identified as having no income, for example, due to delays in benefit payments or financial sanctions being placed on them.



Out of the total of 262 residents, on average, 66 are in employment, 56 are in education, 13 are in training and 3 are volunteering, which represents a total of 138 young people.



## Client & Staff Voice

### Staff feedback – Live West Young People’s Service

*“The level of support needs has a timescale on it i.e., 12 weeks or so but at the same time be flexible to meet the needs of those that are struggling and for those where their accommodation is at risk.”*

*“Often when they [young people] leave supported, they are motivated and ready for life and when life events happen further down the line i.e., relationship breakup, job, isolation etc their lives can go into turmoil and it’s difficult to know who to turn to for support/advice when they have been used to supported housing being that person in the past.”*

*“One model that we used to use many years ago was floating support for up to 12 weeks when leaving supported housing and then we would do 3 monthly check in after that for up to a year to ensure there were no further issues that would impact on the person losing their tenancy. Support wasn’t ongoing for the 12 months duration and was short term in and out and supported the YP to sustain their accommodation. We would also leave our number with their landlord who had the option to contact us if the person was struggling with rent etc -this helped with securing accommodation in the first place as the landlord had the security of support to help if needed...”*

*“Client has moved out and didn’t need resettlement support, however carpet application was made to Bristol Charities, but not processed due to running out of budget in 2021-2022 financial year. Application therefore had to wait until April when they reopened the service. Client moved to permanent accommodation with a child without carpets. This came up 3 months after person moved on and needed help. My support worker then helped, even though the client wasn’t in our service anymore.”*

*“Switch over from HB to UC housing payment some issues 4-6 months down the line. This comes up often when in supported housing their rent is paid by HB, but in the permanent accommodation under housing cost through UC. When we prepare person for move-on we obviously discuss how it works, however sometimes issues quite few months after they move out of our service. Young people would benefit from even phone support, or place to go to take them through it.”*

*“We think that an Informal Duty line service would be really helpful, maybe this could be within resettlement service, that can guide YP not necessarily taking them on for a long period of time.”*

# Section B cont'd: Wider Needs of Homeless Households in Bristol

## Introduction

Temporary or emergency accommodation that is either self-contained or shared may be provided while an assessment decision is being made or while homeless households are waiting for longer-term accommodation. This usually is unsupported accommodation. Temporary housing is largely provided for applicants who are in priority need and therefore have identified support needs.

England has seen a steady increase of 60% in the number of households in temporary accommodation, from 50,430 (2012) to 80,720 (2018). Moreover, the number of households with children in temporary accommodation has been steadily rising, from 37,190 (2012) to 61,610 (2018)<sup>3</sup>.

Due to the COVID-19 pandemic, the majority of rough sleepers in Bristol were placed in hotels or units as part of the national 'Everyone In' scheme between March 2020 – June 2021 and given access to appropriate support services. On 31<sup>st</sup> March 2021, there were 1,124 households living in temporary accommodation, which represents a significant increase on 2020 as a result of the COVID-19 pandemic.

Many have moved on to longer term accommodation and the figures for rough sleeping in the city have declined. Furthermore, successful bids to the News Steps Accommodation Programme and Move-on fund have helped sustain lower levels of street homelessness in the city and support citizens to recover from homelessness.

At the time of writing, 797 households occupy emergency and temporary accommodation in Bristol which is unsupported. However, singles and couples or families occupying this accommodation do present a range of risks and needs that would benefit from support, ranging from high to low support.

## Support needs presented by homeless households

Citizens' support needs vary across four levels of support which are used for defining the needs of citizens upon assessment when presenting as homeless.

Where multiple and complex needs are more prevalent, this is classed as high and high-medium support. Diagnosed and undiagnosed mental health problems are the most prevalent support needs across all levels, often combined with drug or alcohol (substance) misuse problems. 'Dual diagnosis' is the often the term used where diagnosed mental health and substance misuse problems co-occur. Other needs include problems relating to domestic abuse & sexual violence, offending behaviour, and physical and/or sensory impairment.

Citizens presenting medium support needs may still present diagnosed mental health problems, however problems relating to substance misuse may be less complex.

Citizens presenting low support needs will often still have a diagnosed or undiagnosed mental health problem, however secondary needs presented will more often include a physical and or sensory impairment along with needs relating to developing independence. Considered in the needs presented by citizens is current or past trauma from adverse childhood experiences or adverse life events, which can have a negative impact on a citizen's ability to manage and sustain accommodation.

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<sup>3</sup> [UK homelessness - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

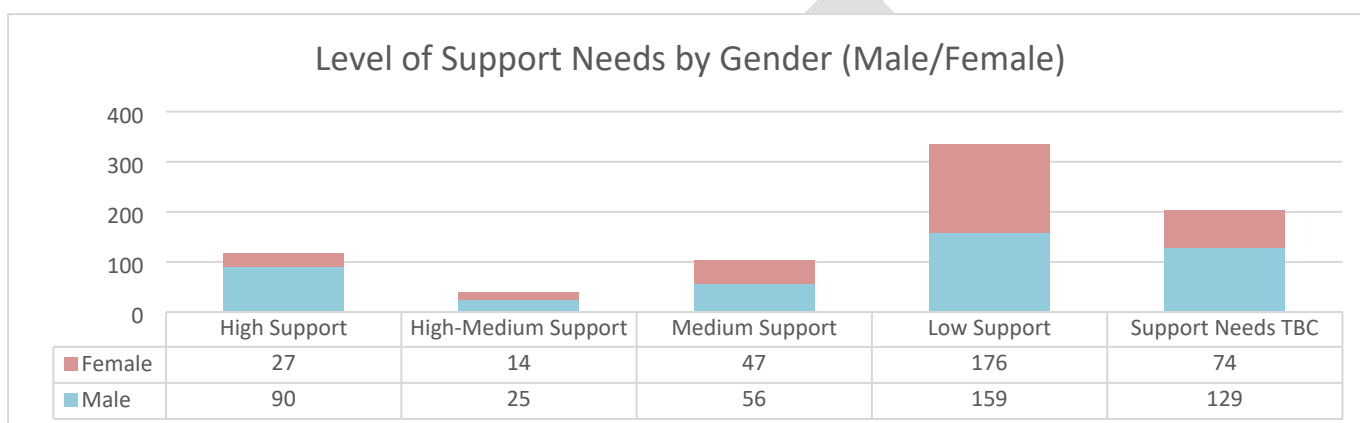
## Needs data analysis including equalities information

Of 797 current households in emergency and temporary accommodation:

- 338 (42%) identify as Female; 459 (58%) identify as Male.
- 404 (51%) are a single occupant; 393 (49%) are a couple or family.
- 52 (7%) are aged 16-24; 722 (90%) are aged 25-64; 23 (3%) are aged 65 and over.
- 117 (15%) present high support needs; 39 (5%) present high-medium support needs; 103 (13%) present medium support needs; 335 (42%) present low support needs; 203 (25%) are yet to have their support needs identified.
- 308 of 404 (76%) single occupants identify as Male; 96 of 404 (24%) identify as Female.

Table 1: level of support needs by gender

Source: Bristol Housing Support Register

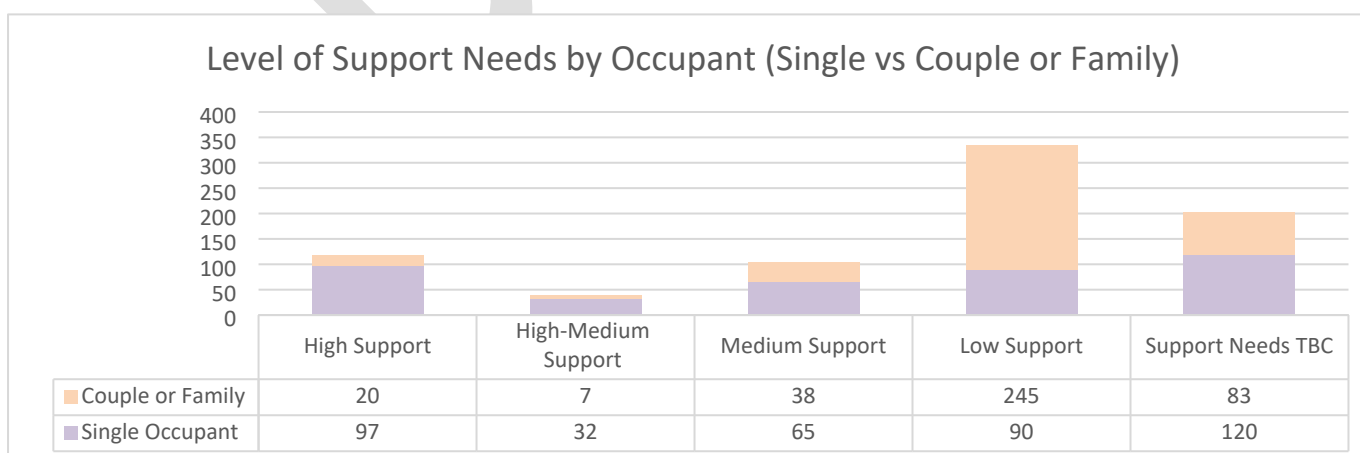


The rate of high support and high-medium support needs occurring is significantly higher in those who identify as male, and this levels out more evenly between males and females across medium support and low support needs. This could be due to the fact that nationally, men use illicit substances such as amphetamines, cocaine, and opioids, more than women do<sup>4</sup>.

Reasons for 203 (25%) of households yet to have their support needs identified may be due to these having not been assessed as yet by a Housing Advisor, or where occupants have not been forthcoming about their needs which would identify which level of support they come under.

Table 2: level of support needs by occupant

Source: Bristol Housing Support Register



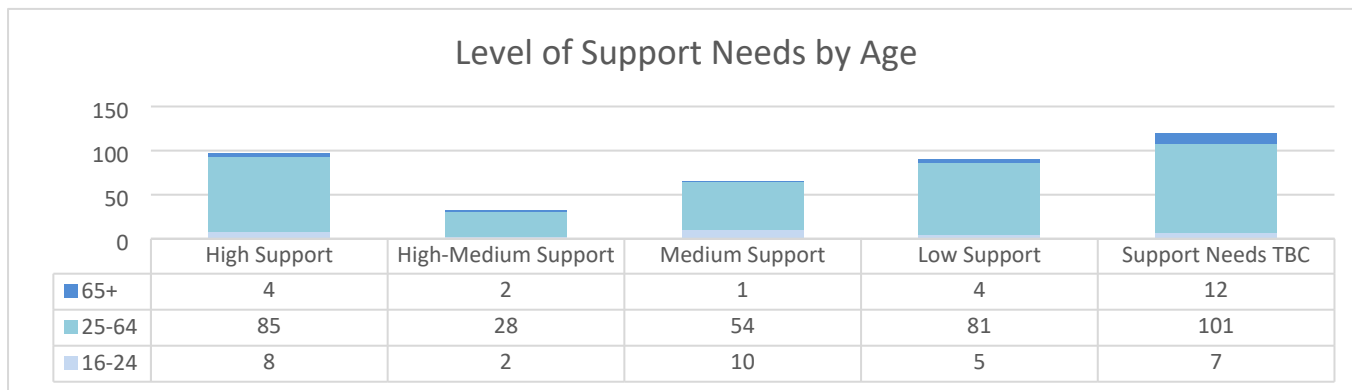
<sup>4</sup> Delphi Behavioural Health Group: Psychiatric Times Article (2018)

The rate of high support, high-medium support and medium support needs occurring is significantly higher in those who are single occupants. Those whose support needs are identified as low support increase significantly in couples or families. Furthermore, a much higher number of single occupants and couples or families combined (335 – 42% of all 797 households) have low support needs identified.

### Support needs presented by single occupants

Table 3: level of support needs by age

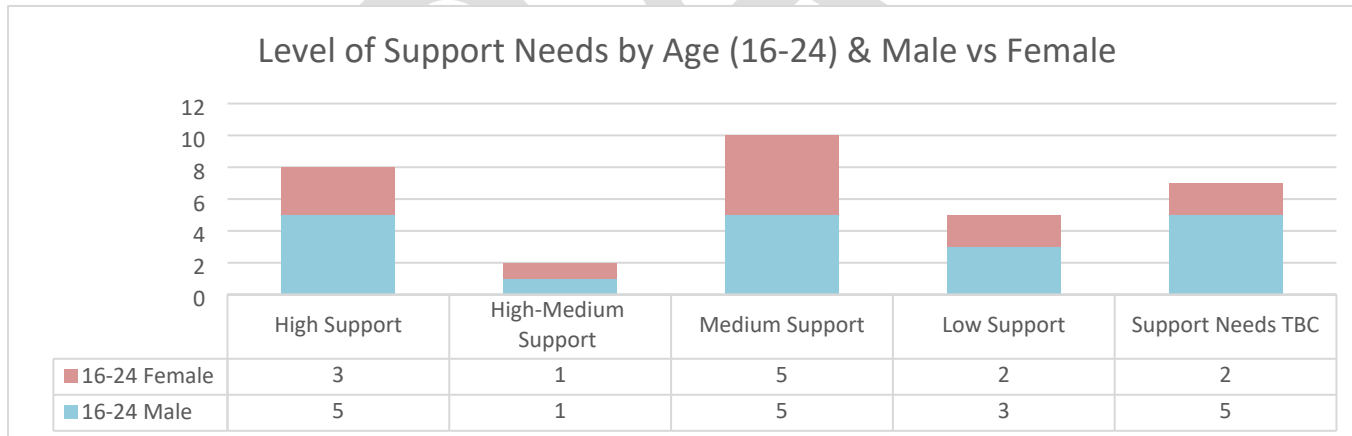
Source: Bristol Housing Support Register



Within the cohort of 404 single occupants, the rate of support needs occurring across all levels of support is significantly higher in those aged 25-64 than the other age ranges. This is further broken down by gender into those who identify as male or female.

Table 4: level of support needs by age (16-24) & gender

Source: Bristol Housing Support Register



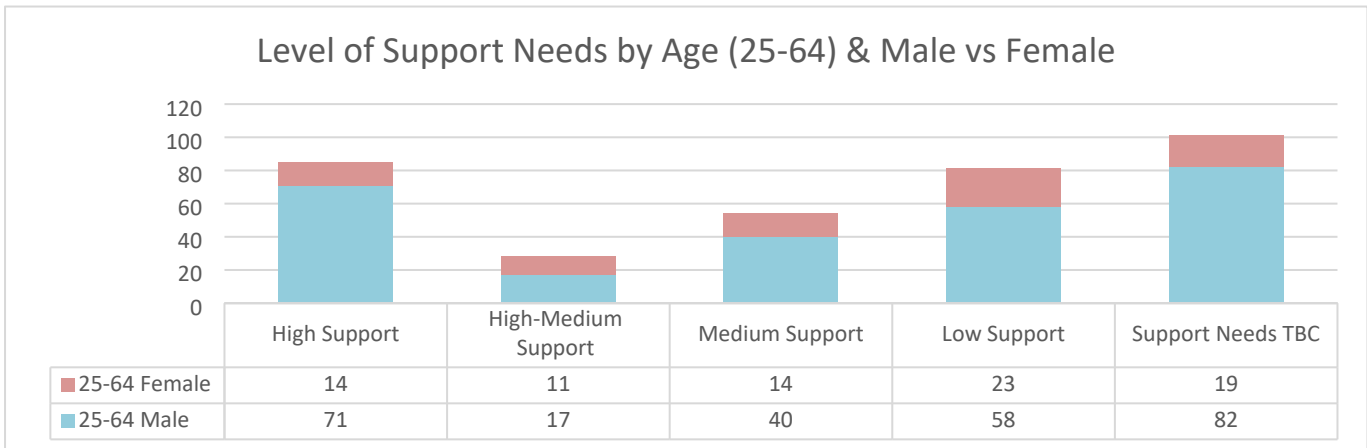
The 32 singles aged 16-24 make up 8% of the overall number of singles (404). Furthermore, 19 (63%) of singles aged 16-24 identify as male and 13 (41%) identify as female, the difference of which could be accounted for by the fact that nationally it is recognised that more single homeless women across this age range have young dependent children.

Research undertaken by Homeless Link has shown that young people aged 16-24 primarily become homeless because parents or caregivers are no longer willing, or able to accommodate them. This 'Young and Homeless' research shows that a family breakdown accounted for half of all youth homelessness<sup>5</sup>.

Table 5: level of support needs by age (25-64) & gender

Source: Bristol Housing Support Register

<sup>5</sup> Homeless Link: Young and Homeless (2021)



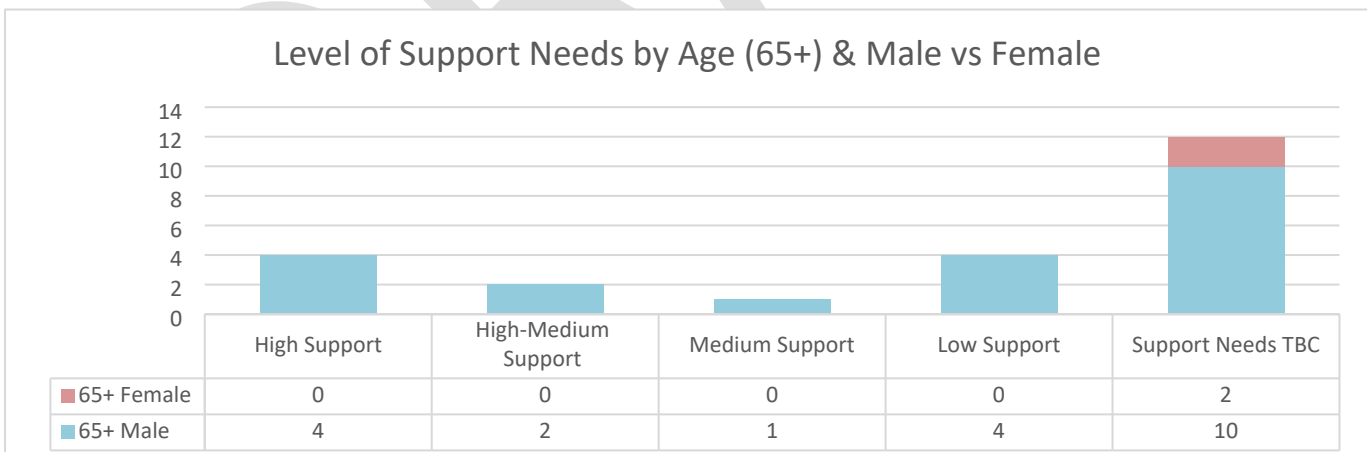
The 349 singles aged 25-64 make up 86% of the overall number of singles (404), which is the highest proportion across the age ranges and levels of support. Furthermore, 268 (77%) of singles aged 25-64 identify as male and 81 (23%) identify as female. A much higher proportion (75%) of those who identify as male (186) present support needs across all levels of support, which may be attributed to the fact that both locally and nationally, a higher proportion of men report issues relating to mental health and substance misuse, as well as physical health problems<sup>6</sup>, all of which can lead to a higher rate of homelessness in those who identify as male.

Local data on the reasons for homelessness and national findings<sup>7</sup> in this age group show key themes that are evident including changes to relationships or sharing conditions and loss of rented accommodation.

There is a relatively even split between high to high-medium support needs (46%) and medium to low support needs (54%) within this age group, with these needs making up 46% of all those with identified support needs (248). Those whose support needs are not yet identified (7) make up 23% of all single occupants in this age group.

Table 6: level of support needs by age (65+) & gender

Source: Bristol Housing Support Register



The 23 singles aged 65+ make up 6% of the overall number of singles (404), which is the lowest proportion across the age ranges and levels of support. Furthermore, 22 (96%) of singles aged 25-64 identify as male, whilst only 2 (4%) identify as female.

Older homeless people living in temporary accommodation are often identified as those aged 55 and above (65 or 16% of the 404 total single occupants in temporary accommodation), because homelessness coupled with long periods of rough sleeping can accelerate ageing and the health

<sup>6</sup> [About Homelessness | Crisis UK](#)

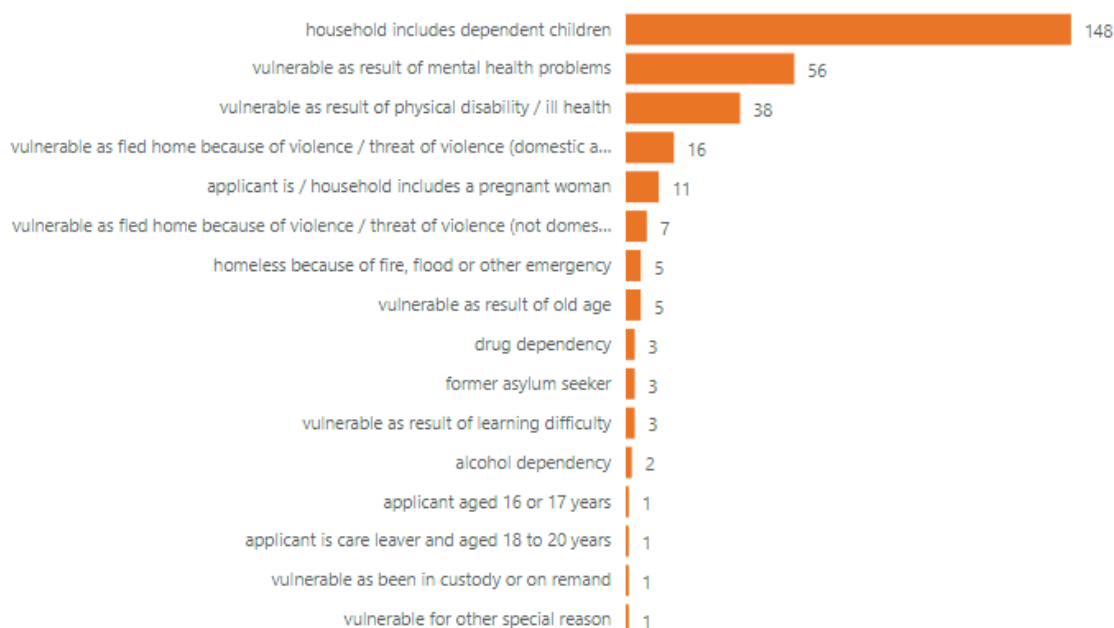
<sup>7</sup> [UK homelessness - Office for National Statistics \(ons.gov.uk\)](#)

conditions associated with ageing. It is also important to consider the fact that the average age of death for a homeless person is 47 for men and 43 for women.

For those older people who end up living in temporary accommodation, there are fewer services available compared with those for younger people. This is partly because older people tend to fall into a gap between services for homeless people and those for older people. Additionally, they have a lower profile, and their homelessness is often hidden from view<sup>8</sup>.

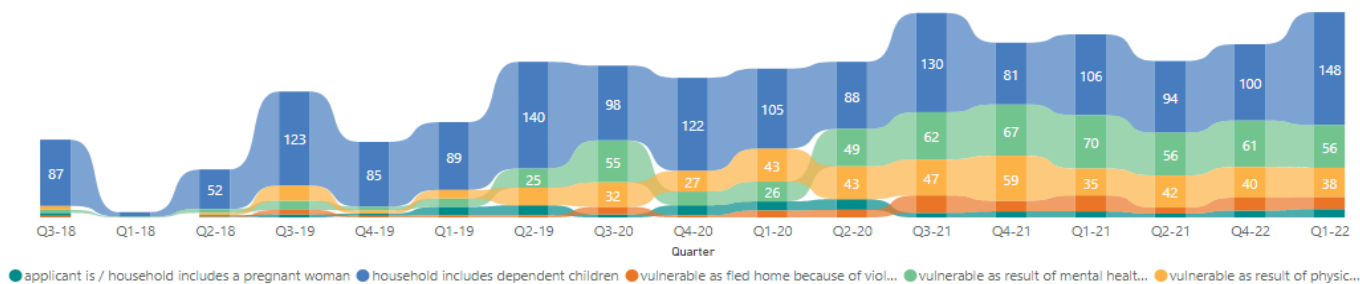
During the time period 1<sup>st</sup> April 2022 to 7<sup>th</sup> July 2022, there has been a 10% increase in the vulnerabilities presented by homeless households against the same time period in the year previous.

### Priority Needs



The table below shows the top 5 priority needs presented in homeless households from 1<sup>st</sup> October 2018 to 30<sup>th</sup> July 2022: applicant is, or household includes a pregnant woman; household includes dependant children; vulnerable as fled due to violence; vulnerable as result of a mental health problem; and vulnerable as a result of a physical health problem.

Top 5 priority needs, by decision date



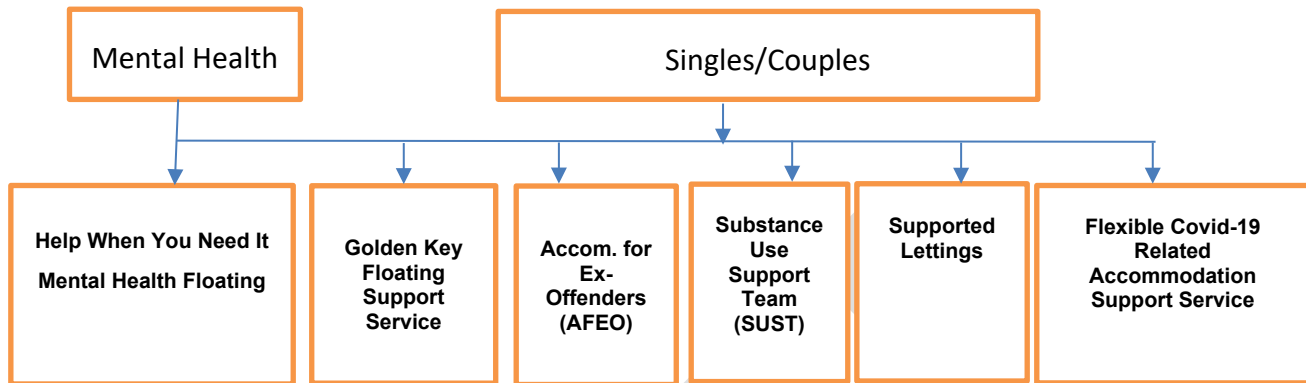
<sup>8</sup> [ppp\\_older\\_homelessness\\_england.pdf](http://ppp_older_homelessness_england.pdf) ([ageuk.org.uk](http://ageuk.org.uk))



# Section C: Mapping and Data of Other Floating Support Services in Bristol

## Support in Temporary Accommodation

This map illustrates the wide range of support services supporting residents in TA.



## Mapping of Floating Support Services

**Help When You Need It:** Is a mental health floating support service commissioned by adult care and designed to support single people 16 years and above. The service is provided by Missing Link city wide women only service (service capacity of 62), Second Step Housing covers South & Central Bristol (service capacity of 125), and St Mungo's covers North & East Bristol. There is a waiting list of up to 2 years plus for this service. The service has an initial term of 3 years to 30<sup>th</sup> September 2023 with the option to extend for a further 3 years. If the extensions are used, then recommissioning is will take place in 2025/26.

**Golden Key Floating Support Service** is for clients in temporary accommodation with higher support needs and without support but covers support whilst they move to private renting sector, supported or social housing. There are currently 44 clients in the services and 21 people on the waiting list and the service has a capacity of 60 clients. This service is currently being recommissioned as part of a floating support service for rough sleepers.

The data for 2021-22 indicates there were 81 total referrals.

67(83%) of the referrals accepted are high needs

78(56%) have mental health needs,

59(42%) have substance misused needs

43(31%) have physical health needs.

**Accommodation for Ex-Offenders (AFEEO)** is a service that provides support to find private rented accommodation and resettlement support for people with a custodial prison sentence within the last 12 months and be ready for a private tenancy with support. The service is funded until September 2022.

A manual exercise to identify the need of a sample of 50 referrals to the scheme since November 2021 showed:

- 0 (0%) clients had needs around domestic abuse, although some clients were historic perpetrators of domestic abuse.
- 30 people (60%) had needs around all four of homelessness, offending, mental health and substance use.



- 7 people (14%) had needs around homelessness, offending and substance use.
- 5 people (10%) had needs around homelessness, offending and mental health.

**Substance Use Support Service (SUST)** is for Vulnerable adults, 16 years and above with a well-documented history of rough sleeping and complex substance use. The service support clients with history of being street homeless, using drugs and/or alcohol, currently living in emergency accommodation, own tenancy, or those clients in adult pathways. Funding for SUST is currently until March 2023.

Referrals from 'Everyone In' was 500 clients, service managed to contact 63 and support was provided to 29 of those clients. Further referrals into the service of 99 clients and Support provided to 60 clients. SUST funding and criteria restrict the service to working with individuals with a rough sleeping history and (very) complex substance use. However, there are many individuals where drugs/alcohol feature problematically who don't meet these criteria but do need floating support.

**Supported Lettings** provides support to people who have accessed the Rough Sleeping Prevention Service (RSPS) who have secured move on into independent accommodation, in the main into the private rented sector, and who will benefit from a level of ongoing resettlement support. The Supported Lettings service works closely with the Rough Sleeping Prevention Service (RSPS – made up of the Assessment, Reconnection and Triage Team and the Early Intervention Shelter at the Wing) to provide ongoing resettlement support primarily for clients moving into private rented accommodation

**Cohort A:** Those being placed in PRS through the in-house Private Rented Team, those being placed in a direct let arrangement with a landlord sourced by RSPS and client has sourced own housing and is self-serving into the PRS.

**Cohort B:** Those being assessed and advised to remain/return to their current home but require support to maintain that accommodation and clients identified through agreement with Homelessness Commissioners who do not fit into Cohort A, for example short-term resettlement work with key groups to support the wider system.

During the period April 2021 to March 2022, the service has accepted 109 low support clients, 1 high need and 8 are medium need clients. 57 clients had positive move-on outcomes and 4 clients with a negative outcome. Currently there are 2 people on the waiting list for the service.

**Flexible Covid-19 Related Accommodation Support Service** is designed for Low to medium support clients aged 18+ with drug and alcohol issues, serious offenders or offenders with a history of violence and related convictions with a degree of motivation towards change and ongoing engagement with relevant specialist services.

Clients will be considered low to medium support needs on individual assessed basis. Clients are referred through several routes: BCC Private Rent Team, Housing Officers, the Homelessness Prevention Team and more.

All clients are on the Housing Support Register (HSR) with an up-to-date trusted assessment (risk assessment) outlining their strengths to enable them to sustain a private rented tenancy. All clients should have demonstrative skills to manage a tenancy with short-term support. All clients should either have, or have the potential to develop, daily living skills such as cooking, budgeting and ability to manage their own appointments with initial support. Clients with low level mental health needs such as functioning depression or anxiety are considered.

The service currently has a capacity of 80 clients. There are 65 clients currently supported by the service, 14 people with generic needs, 11 people with mental health (both diagnosed and undiagnosed), and 5 people with physical or sensory impairment. Currently there are no clients on the waiting list.

## Flexible-level supported homelessness accommodation service risk assessment

### Negative Risks that offer a threat to Flexible-level supported homelessness accommodation service 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
1	<b>Low framework uptake/limited provision of new units</b>	Lack of interest or framework awareness among Registered Providers	Low supply of cost-effective supported housing. Service users remain in expensive Temporary Accommodation	Open	Homes and Communities	Reputation	PS	Robust marketing to prospective RPs and continuous market engagement and collaboration	Static	2	5	10		2	5	6	Sep-22
2	<b>Poor quality housing provision</b>	Unclear criteria in service specification detailing accommodation standards	BCC reputational damage, negative impact on service users	Open	Homes and Communities	Reputation	PS	Framework and service specification clearly stipulates required housing standards. Units are not commissioned if do not meet/exceed specifications	Static	2	5	10	NA	2	5	6	Sep-22
3	<b>Unreasonably high rents and service charges. Exploitation of scheme seen nationally, especially Birmingham.</b>	No rent cap on the lease based TSH model. Scheme is exploited by RPs	Difficulty complying with housing benefit and social housing legislation	Open	Homes and Communities	Legislative/ Reputation	PS	Framework and service specification to mandate property, rent and service charge agreement prior between RP, HB and commissioners. Units are not commissioned if do not meet/exceed specifications. Under these arrangements exploitation of HB is not possible as not commissioned..	Static	1	3	3	NA	2	3	6	Sep-22
4	<b>Low provider risk appetite - RPs unwilling to renovate properties over funding concerns</b>	Uncertainty around the future of housing benefit/supported housing funding	Low provision and low creativity in bringing new properties to the framework	Open	Homes and Communities	Financial - External	PS	Robust contractual arrangements between RP and BCC balancing risks between parties.	Static	2	3	6	NA	2	3	6	Sep-22
												0				0	

# Equality Impact Assessment [version 2.9]



Title: Singles and Couples Flexible Supported Accommodation	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input checked="" type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Growth and Regeneration	Lead Officer name: Joe Wheeler
Service Area: Housing Options	Lead Officer role: Project Manager

## Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

### 1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

<p>This proposal focuses on the development and procurement of a new flexible-level supported housing service for homeless single people and couples.</p> <p>The proposal is aimed at citizens who become homeless, or are threatened with homelessness, and the council has a duty to provide housing and assistance under homelessness legislation.</p> <p>This framework is being developed as a much-improved alternative to the current expensive private sector led Temporary Accommodation framework. The Council has a legal duty to provide housing in certain prescribed circumstances, and these emergency housing solutions are procured almost exclusively from the private sector. Government disincentivise this approach via a subsidy scheme, and the delivery of approximately 800 units of accommodation only costs BCC circa £9.2 per annum. By recommissioning these services to an alternative model, we can reduce this expenditure to nil, instead spending Council funds on a valuable support service costing approx. £2.8 million.</p> <p>Registered Providers (RPs) will tender for a support contract and deliver support with an accommodation service. We expect that most of the properties will be leased by the RPs from private landlords, and then let to tenants on a licence agreement after meeting the requirements of BCC's private rented housing team.</p>
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### 1.2 Who will the proposal have the potential to affect?

<input type="checkbox"/> Bristol City Council workforce	<input checked="" type="checkbox"/> Service users	<input checked="" type="checkbox"/> The wider community
<input checked="" type="checkbox"/> Commissioned services	<input type="checkbox"/> City partners / Stakeholder organisations	
Additional comments:		

### 1.3 Will the proposal have an equality impact?

Could the proposal affect access levels of representation or participation in a service, or does it have the potential to change e.g. quality of life: health, education, or standard of living etc.?

If 'No' explain why you are sure there will be no equality impact, then skip steps 2-4 and request review by Equality and Inclusion Team.

If 'Yes' complete the rest of this assessment, or if you plan to complete the assessment at a later stage please state this clearly here and request review by the Equality and Inclusion Team.

<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
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## Step 2: What information do we have?

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

Please use this section to demonstrate an understanding of who could be affected by the proposal. Include general population data where appropriate, and information about people who will be affected with particular reference to protected and other relevant characteristics: <https://www.bristol.gov.uk/people-communities/measuring-equalities-success>.

Use one row for each evidence source and say which characteristic(s) it relates to. You can include a mix of qualitative and quantitative data e.g. from national or local research, available data or previous consultations and engagement activities.

Outline whether there is any over or under representation of equality groups within relevant services - don't forget to benchmark to the local population where appropriate. Links to available data and reports are here [Data, statistics and intelligence \(sharepoint.com\)](#). See also: [Bristol Open Data \(Quality of Life, Census etc.\)](#); [Joint Strategic Needs Assessment \(JSNA\)](#); [Ward Statistical Profiles](#).

For workforce / management of change proposals you will need to look at the diversity of the affected teams using available evidence such as [HR Analytics: Power BI Reports \(sharepoint.com\)](#) which shows the diversity profile of council teams and service areas. Identify any over or under-representation compared with Bristol economically active citizens for different characteristics. Additional sources of useful workforce evidence include the [Employee Staff Survey Report](#) and [Stress Risk Assessment Form](#)

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
Housing Support Register	Case specific database for at risk and vulnerable citywide Homelessness prevention placements
Abritas	Case specific database for citywide Homelessness Prevention Service to capture those assessed under the Homelessness Reduction Act - linked to gov.uk HCLIC
Joint Strategic Needs Assessment	Citywide quarterly data, population, housing, health
National Statistics (Department of Levelling up Housing and Communities)	National Homelessness Data from quarterly returns by local government through H-CLIC returns
Homelessness Trends	Quarterly report on citywide homeless trends
Rough Sleeping Snapshot	Citywide monthly and annual street count reported to gov.uk
Population -Bristol Key Facts 2021 (March 2021 Update)	The population of Bristol is estimated to be 465,900 and is expected to increase over the 25-year period (2018/43) to 532,700. This is a 15% increase and is

	<p>higher than the 10% increase forecast for England. The proportion of the population who are not 'White British' has increased from 12% to 22% of the total population.</p> <p>The population of Bristol has become increasingly diverse and some local communities have changed significantly. There are now at least 45 religions, at least 187 countries of birth and at least 91 main languages spoken.</p> <p>Bristol has a relatively young age profile with more children aged 0-15 than people aged 65 and over. Bristol has 41 areas in the most deprived 10% in England, including 3 in the most deprived 1% (Hartcliffe, Withywood and Lawrence Hill)</p>
Housing -Bristol Key Facts 2021 (March 2021 Update)	<p>There are 203,490 homes in Bristol, and the average house price £309,800 against an England average of £261,900. Bristol earnings are similar to the national average resulting in affordability issues. The high cost of housing drives higher rents, meaning that housing outside of the social rented sector is becoming increasingly unaffordable.</p> <p>Bristol's tenure mix is 53% Owner Occupied, 29% Private Rented and 18% Social Rented</p>
Equalities Data (July 2022 Briefing Note)	Comprehensive data on equalities in Bristol (except Gender and Sexual Orientation, which are due to be published for the first time in October 2022)
Deprivation in Bristol 2019 (Report)	Bristol's position within English deprivation indices as at 2019.
<p><b>Additional comments:</b></p> <p>Statutory homeless statistics capture data on everyone who has been assessed under the Homelessness Reduction Act. This is easily one of the best sources of homelessness statistics in the world.</p> <p>The latest national statistics (2020-21) indicate that homelessness has disproportionately affected certain communities, with single households, young people, and people of colour (especially Black/Black British people) who have seen the greatest increases.</p> <p>National statistics show 84.9% of the overall population is White British, compared to 69.6% of people experiencing or at risk of homelessness. Black/Black British is the most overrepresented ethnic group comprising 9.7% of those owed a homelessness duty. In Bristol these national figures are broadly replicated with 16% of the population who are Black, Asian and minority ethnicity, compared to 30-40% of homeless acceptances between 2012 and 2018</p>	

## 2.2 Do you currently monitor relevant activity by the following protected characteristics?

<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Gender Reassignment
<input checked="" type="checkbox"/> Marriage and Civil Partnership	<input checked="" type="checkbox"/> Pregnancy/Maternity	<input checked="" type="checkbox"/> Race
<input checked="" type="checkbox"/> Religion or Belief	<input checked="" type="checkbox"/> Sex	<input checked="" type="checkbox"/> Sexual Orientation

## 2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps, then state this clearly with a justification.

For workforce related proposals all relevant characteristics may not be included in HR diversity reporting (e.g. pregnancy/maternity). For smaller teams diversity data may be redacted. A high proportion of not known/not disclosed may require an action to address under-reporting.

Data collected for the homelessness review indicates that there are gaps in existing ethnicity data, with ethnicity not always stated or recorded. From what data there is, indicates that Black, Asian and minority ethnic homelessness applicants are over-represented compared to their relative proportion in the Bristol Community as a whole.

We also know that there are gaps in our data relating to sexual orientation. We know that there are higher than average numbers of women and non-EU nationals represented in the Bristol rough sleeping population, but we do not currently know enough about the reasons why.

In general, we acknowledge that there are gaps in our knowledge about the future demands on homelessness services as it affects a range of equalities groups and will be looking to improve the range of equalities data we gather, both as a local authority and through the homelessness services we commission.

## 2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this had been of Bristol's diverse communities. See <https://www.bristol.gov.uk/people-communities/equalities-groups>.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure please refer to [Managing change or restructure \(sharepoint.com\)](#) for advice on consulting with employees etc. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups and trades unions as well as affected staff.

The Homelessness & Rough Sleeping Strategy 2019-24, which was informed by a full public consultation with external stakeholders and service users etc., underwrites the provision of statutory homelessness prevention services in the city. Services that include the supply of temporary accommodation. This strategy applies multiagency governance that includes stakeholders and those with lived experience of homelessness

## 2.5 How will engagement with stakeholders continue?

Explain how you will continue to engage with stakeholders throughout the course of planning and delivery. Please describe where more engagement and consultation is required and set out how you intend to undertake it. Include any targeted work to seek the views of under-represented groups. If you do not intend to undertake it, please set out your justification. You can ask the Equality and Inclusion Team for help in targeting particular groups.

The framework will require supplier monitoring, quality assurance, property inspections and contract management as part of the contract specification. We will seek regular feedback from placements, conduct regular meetings with suppliers, and compliance inspections with all units provided to the framework.

## Step 3: Who might the proposal impact?

Analysis of impacts must be rigorous. Please demonstrate your analysis of any impacts of the proposal in this section, referring to evidence you have gathered above and the characteristics protected by the Equality Act 2010. Also include details of existing issues for particular groups that you are aware of and are seeking to address or mitigate through this proposal. See detailed guidance documents for advice on identifying potential impacts etc. [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#)

### 3.1 Does the proposal have any potentially adverse impacts on people based on their protected or other relevant characteristics?

Consider sub-categories (different kinds of disability, ethnic background etc.) and how people with combined characteristics (e.g. young women) might have particular needs or experience particular kinds of disadvantage.

Where mitigations indicate a follow-on action, include this in the 'Action Plan' Section 4.2 below.

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many groups)	
<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	The experience of the shared accommodation environment might negatively impact on some placements. Some young people may feel isolated or cut off from networks and/or insecure or unsafe or be more likely to be victims of abuse or crime. Younger people may be vulnerable to becoming engaged with criminal or antisocial activity (either voluntarily or by coercion/intimidation) if this occurs.
Mitigations:	We include suitability for shared accommodation in triage and risk assessment. Where possible young people will be accommodated in specialist YP accommodation. We will liaise with providers to allocate YP only shared accommodation as appropriate.
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	The range of accommodation may not be sufficiently accessible for e.g. wheelchair users or have limited access for people with mobility issues.
Mitigations:	We will aim to ensure that a suitable proportion of properties brought to the framework meet accessibility requirements e.g. level access. We will ensure property details are accurate and work with RPs on detail to ensure placements are suitable. People with other disability such as sight loss are likely to be accommodated via other mechanisms.
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Mixed gender households may not be suitable for some placements, and we need to ensure we are providing safe and appropriate accommodation for women.
Mitigations:	We plan to offer an apportioned number of single gender shared households
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Lack of diversity in the locality, or within shared properties may mean increased likelihood of discrimination and hate incidents.
Mitigations:	We have a collaborative relationship with providers to select and place people in appropriate accommodation across the city. Providers are required to have robust policies to tackle discrimination, harassment, victimisations and hate incidents.
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Lack of diversity in the locality, or within shared properties may mean increased likelihood of discrimination and hate incidents.
Mitigations:	We have a collaborative relationship with providers to select and place people in appropriate accommodation across the city. Providers are required to have robust policies to tackle discrimination, harassment, victimisations and hate incidents.
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	We have a collaborative relationship with providers to select and place people in appropriate accommodation across the city. Providers are required to have robust policies to tackle discrimination, harassment, victimisations and hate incidents.
Mitigations:	We have a collaborative relationship with providers to select and place people in



	appropriate accommodation across the city. Providers are required to have robust policies to tackle discrimination, harassment, victimisations and hate incidents.
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Lack of diversity in the locality, or within shared properties may mean increased likelihood of discrimination and hate incidents, or do not have their cultural needs met
Mitigations:	We have a collaborative relationship with providers to select and place people in appropriate accommodation across the city – e.g. nearer to places of workshop. Providers are required to have robust policies to tackle discrimination, harassment, victimisations and hate incidents
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Isolation, if placement is not near to work, schools, support networks and transport
Mitigations:	Careful consideration at placement
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Placement away from carer
Mitigations:	Careful consideration of location and access to carer network for placement
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	Location of asylum seekers and refugee placements away from support networks
Mitigations:	Careful consideration and discussion with relevant support providers about support networks ahead of placement.

### 3.2 Does the proposal create any benefits for people based on their protected or other relevant characteristics?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support our Public Sector Equality Duty to:

- ✓ Eliminate unlawful discrimination for a protected group
- ✓ Advance equality of opportunity between people who share a protected characteristic and those who don't
- ✓ Foster good relations between people who share a protected characteristic and those who don't

The proposal to deliver homeless accommodation with housing related support is expected to engender improved client outcomes than the currently utilised non-supported Temporary Accommodation. Needs analysis has evidenced that 100% of clients assessed in Temporary Accommodation present with support needs which are not being met while housed in non-supported accommodation. This is likely to lead to quicker re-housing, and mitigates the risk of street homelessness for these groups.

## Step 4: Impact

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

What are the main conclusions of this assessment? Use this section to provide an overview of your findings. This summary can be included in decision pathway reports etc.



If you have identified any significant negative impacts which cannot be mitigated, provide a justification showing how the proposal is proportionate, necessary, and appropriate despite this.

<b>Summary of significant negative impacts and how they can be mitigated or justified:</b>
Poor placement creating local community imbalance
<b>Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:</b>
Supply of good quality RP provided supported accommodation to support the prevention of homelessness in the city.

## 4.2 Action Plan

Use this section to set out any actions you have identified to improve data, mitigate issues, or maximise opportunities etc. If an action is to meet the needs of a particular protected group please specify this.

Improvement / action required	Responsible Officer	Timescale
Through a close and collaborative relationship - ensure all suppliers offering accommodation to these blocks provide quality accommodation in the right place to meet the needs of the service and the placements made	Joe Wheeler	Ongoing

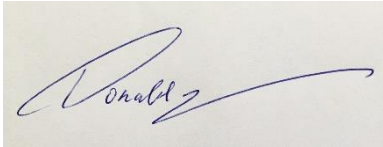
## 4.3 How will the impact of your proposal and actions be measured?

How will you know if you have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective your approach is still appropriate.

High rates of occupancy, low rates of void empties and successful move on to more sustainable accommodation for those placed.
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## Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek feedback and review from the [Equality and Inclusion Team](#) before requesting sign off from your Director<sup>1</sup>.

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off: Donald Graham, Director Housing and Landlord Services</b> 
Date: 22/8/2022	Date: 09/09/2022

<sup>1</sup> Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.

## Eco Impact Checklist

<b>Title of report: Singles and Couples Flexible Supported Accommodation</b>				
<b>Report author: Joe Wheeler</b>				
<b>Anticipated date of key decision: 4<sup>th</sup> October 2022</b>				
<b>Summary of proposals:</b>				
<p>This cabinet report focuses on the development and procurement of a new flexible support contract with accommodation for homeless singles and couples. This framework is being developed as a much-improved alternative to the current expensive private sector led Temporary Accommodation framework. The Council has a legal duty to provide housing in certain prescribed circumstances, and these emergency housing solutions are procured almost exclusively from the private sector. Government disincentivise this approach via a subsidy scheme, and the delivery of approximately 800 units of accommodation costs BCC circa £9.2 million per annum. By recommissioning these services to an alternative model, we can reduce this expenditure to nil, instead spending Council funds procuring a valuable support service costing approx. £2.8 million.</p> <p>Registered Providers (RPs) will tender for a support contract and deliver support with an accommodation service. We expect that immediately most of the properties will be leased by the RPs from private landlords, and then let to tenants on a licence agreement after meeting the requirements of BCC's private rented housing team.</p> <p>In the longer term there is potential for providers to lease and renovate empty properties for use as supported accommodation, and BCC would aspire for renovations to consider and limit environmental impacts through building to modern regulatory standards.</p>				
<b>Will the proposal impact on...</b>	Yes/No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Yes	-ve	Properties to be leased are likely to come with existing gas boilers which will lead to the emission of climate changing gasses. However, such boilers are the norm currently, and it would not be reasonable to expect landlords to replace these appliances for temporary social housing.	Ask providers to focus on properties with a minimum EPC rating of D and to encourage landlords to replace with efficient appliances when required.
Bristol's resilience to the effects of climate change?	Yes	-ve	Leased properties may not be well insulated and may contain inefficient heating appliances.	Ensure properties are appropriately insulated, ventilated, and install mitigation measures where excessive heat is found to be an issue
Consumption of non-renewable	Yes	-ve	Properties to be leased are likely to come with existing gas	Encourage landlords to replace with high

resources?			boilers which will lead to the emission of climate changing gasses. However, such boilers are the norm currently, and it would not be reasonable to expect landlords to replace these appliances for temporary social housing.	efficiency appliances. Where properties are renovated for use as Temporary Social Housing, ensure that efficient space heating is built in.  We will encourage providers to install smart meters and sign up to energy tariffs that only utilise renewable sources, where possible.
Production, recycling or disposal of waste	Yes	-ve	Tenants of the Temporary Social Housing will create waste and refuse some of which will be recyclable, and some which will not, and will go to landfill. Tenants may not be familiar with or be interested in separating waste for recycling.	Ensure that properties have appropriate waste and recycling provision with a proactive approach to information and guidance. An element of the procured support contract to include supporting tenants to recycle and present it for collection in an acceptable manner.
The appearance of the city?	No		NA	NA
Pollution to land, water, or air?	Yes	-ve	Tenants may have bonfires, or burn solid fuels in log burners, or open fires, if the leased property comes with such appliances.	An element of the procured support contract could include supporting tenants not to have antisocial fires in garden areas. Not to utilise properties where the space heating is delivered through the burning of solid fuels.
Wildlife and habitats?	Yes	-ve	Green spaces may be removed or poorly maintained.	Encourage providers to utilise low impact garden maintenance methods to encourage wildlife, and to retain green spaces at their properties.

**Consulted with: Daniel Shelton – Environmental Performance Project Manager**

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

The significant impacts of this proposal are climate warming emissions from heating appliances in landlord's properties.

The proposals include the following measures to mitigate the impacts:

- Ask providers to focus on properties with a minimum EPC rating of D and to encourage landlords to replace with efficient appliances when required.
- Encourage providers to utilise low impact garden maintenance methods to encourage wildlife, and to retain green spaces at their properties.
- Not to utilise properties where the space heating is delivered through the burning of solid fuels.
- Support tenants not to burn waste in gardens
- Ensure that properties have appropriate waste and recycling provision with a proactive approach to information and guidance.
- We will encourage providers to install smart meters and sign up to energy tariffs that only utilise renewable sources, where possible.
- Ensure properties are appropriately insulated, ventilated, and install mitigation measures where excessive heat is found to be an issue
- Encourage landlords to replace with high efficiency appliances. Where properties are renovated for use as Temporary Social Housing, ensure that efficient space heating is built in.

The net effects of the proposals are that Registered Providers will source properties from private landlords with regard to the property climate impact, and will commit to working with landlords to ensure that, where possible, impact on the environment is minimised.

**Checklist completed by:**

Name:	Joe Wheeler
Dept.:	
Extension:	
Date:	05/08/2022
Verified by Environmental Performance Team	Daniel Shelton 05/08/2022

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 04 October 2022

<b>TITLE</b>	Parking Tariff Review 2022-23 (Controlled Parking Zone (City Centre) and Off Street Car Parks)	
<b>Ward(s)</b>	Hotwells & Harbourside, Central, Ashley, Clifton & Lawrence Hill.	
<b>Author:</b> Sarah Clark	<b>Job title:</b> Parking Business & Permit Team Manager	
<b>Cabinet lead:</b> Cllr Alexander, Cabinet Member for Transport.	<b>Executive Director lead:</b> Stephen Peacock, Executive Director, Growth & Regeneration.	
<b>Proposal origin:</b> BCC Staff		
<b>Decision maker:</b> Cabinet Member		
<b>Decision forum:</b> Cabinet		
<b>Purpose of Report:</b>		
<ol style="list-style-type: none"> <li>1. To seek approval to increase parking tariffs in the Central Controlled Parking Zone (CPZ) and the Council’s off-street car parks as laid out in this report and Appendix A.</li> </ol>		
<b>Evidence Base:</b>		
<ol style="list-style-type: none"> <li>1. Parking tariffs are controlled under the Road Traffic Regulation Act 1984 and subsequent Traffic Management Act 2004. This Act states that increases to on and off-street parking spaces controlled and managed by local authorities are only permissible if the increases are to secure a legitimate traffic related objective.</li> <li>2. The last change to on street parking tariffs in the CPZ and to city centre car park tariffs was an inflationary increase approved by Cabinet in December 2020 and implemented in July 2021. District car park tariffs have not been changed since their introduction in early 2020.</li> <li>3. This report seeks approval for a policy-based increase that also reflects the impact of inflation on the rising costs of the provision and enforcement of on and off street parking. The proposed changes aim to further support the stated policy objectives of:               <ol style="list-style-type: none"> <li>a. Encouraging modal shift away from private vehicles in favour of more sustainable modes of transport such as walking, cycling, public transport and park and ride.</li> <li>b. supporting leisure and retail sectors by facilitating the provision of cheaper short stay parking.</li> </ol> </li> <li>4. While the Council is disappointed that public transport costs have increased, it is also important that parking charges remain relative to the cost of public transport in order to encourage the modal shift away from the private car.</li> <li>5. The proposed changes also seek to further support Air Quality improvements and will complement the introduction of the Clean Air Zone.</li> <li>6. On street parking tariffs currently encourage turnover of short stay spaces to promote short stay leisure and retail use. The historic tariff structure does this by setting different maximum stay periods of 1, 2 or 4 hours, each of which has a different hourly rate with 1 hour being the most expensive at £4/hr and 4 hour being the least expensive at £1.50/hr. This tariff review will increase the hourly rate for both the 2 hour and 4 hour zone to £3/hr. The 1 hour zone will be held at £4/hr at this time.</li> <li>7. On street and off street evening tariff (any period after 6pm) will increase from £3.50 to £4.00.</li> <li>8. On street and off street overnight tariff (any period after 6pm through to 9am the next day) will increase from £5.00 to £5.50.</li> <li>9. Off street car parking tariffs in the CPZ are variable:               <ol style="list-style-type: none"> <li>a. Shorter stay parking will generally increase from £1.50/hr to £2.50/hr (which is less than the equivalent on street rate in order to encourage the use of off street facilities), and long stay parking will increase from £13.50 to £18.00.</li> <li>b. Queen Square and Brunswick Square tariffs will mirror the £3/hr on street tariff for consistency as it</li> </ol> </li> </ol>		

is difficult for customers to distinguish between on and off street spaces.

- c. The tariff structure at Frog Lane and Wapping Wharf car parks is anomalous with adjacent off street car parks. For example, the maximum stay at Frog Lane is currently 2 hours, but customers can stay for 5 hours at College Street. Similarly, Wapping Wharf has different tariffs on different days of the week and has a maximum stay of 3 hours compared to the 5 hours available at Maritime Heritage Centre. This proposal is that tariffs at these locations should be brought in line with adjacent locations, Frog Lane will follow the structure of College Street and Wapping Wharf will follow the structure of Maritime Heritage Centre (with the addition of a 1 hour stay and no coach parking or discounted rate for SS Great Britain customers). This will make our charges more transparent, more consistent and easier for the public to understand. These changes will be done as part of a second phase.
10. The chargeable district car park tariff will increase from 50p/hr to £1/hr. This 50p/hr increase is in line with the recent increase to on street pay & display tariffs in the adjacent Resident Parking Scheme areas.
11. These proposals support the policy objectives as follows:
  - a. Short stay parking will continue to be supported as the cost of parking for the shortest stay will not change.
  - b. Those staying for 4 hours will be encouraged to park off street, in car parks where the long stay tariff is more cost effective - this will reduce congestion on street, will reduce circling traffic and will further drive improvements in air quality.
  - c. The overall increase in costs will continue to promote modal shift whilst continuing to provide cheaper short stay parking for leisure and retail use and to support the night-time economy.
12. Permit and pay and display charges in the Residents' Parking Scheme areas is out of scope of this report.
13. The overall proposal represents a c16% increase in income, allowing for between 10-20% of behavioural change and supports the delivery of budget item GR11 which was approved by full council as part of the February 22 budget setting process.
14. Apart from Frog Lane and Wapping Wharf car parks (see point 15 below), all the parking tariffs described in this report and Appendix A are a direct uplift to pricing structures within existing Traffic Regulation Orders (TROs) and can therefore be introduced via 'a notice of variation' (NoV). The NoV process enables Local Authorities to vary existing parking charges to come into effect 21 days after publishing a notice of the proposed charges in the local press and on-site where mandated by regulations. The NoV process does not invite the public to object to advertised tariff changes. In line with the recent RPS tariff change, advertising of these changes will be done through the formal placements of adverts in the Bristol Post, and by using the Council's website, social media feeds and RingGo messaging to promote the changes to a wider audience. To minimise resource overheads, we will not be placing on-street notices. This work will be scheduled as soon as possible.
15. The proposed changes at Frog Lane and Wapping Wharf car parks will be subject to statutory consultation as part of the process to change the TRO that regulates the parking tariffs. The public will be invited to comment because the proposed changes are new tariffs and are not a direct uplift to existing tariffs. Subject to that consultation, the full tariff change process is likely to take at least 6 months to complete and we expect consultation to take place in Q4 2022-23, however the Council is mindful of the current closure of Gaol Ferry Bridge and its proximity to Wapping Wharf car park and will take this into consideration when deciding when to implement any changes.

#### **Cabinet Member / Officer Recommendations:**

The Cabinet:

1. approve the parking tariff changes in the Central Controlled Parking Zone and the council's off street car parks as laid out in this report and Appendix A.
2. authorise the Executive Director Growth and Regeneration in consultation with the Cabinet Member for Transport to undertake the necessary statutory procedures to implement these changes as outlined in this report and in Appendix A.
3. note that as part of the implementation of the second phase, the off Street Parking Order will be consolidated and will be updated to reflect minor changes to terminology, definitions, times & permits to reflect current operating procedures and current technology.

**Corporate Strategy alignment:**

The One City Plan states:

1. Bristol will be well-connected with digital services and transport that is efficient, sustainable and inclusive; supporting vibrant local neighbourhoods and a thriving city centre.
2. Bristol will be a sustainable city, with low impact on our planet and a healthy environment for all.
3. Transport is healthy, active, sustainable, safe and enables easy movement throughout the city.
4. The city is well connected, supporting access to employment, education and services for all

**City Benefits:**

1. With a reduction in parking spaces to promote active and sustainable travel in response to Covid 19, and the forthcoming Clean Air Zone, the effective management of our parking estate is important.
2. Rationing parking is an important tool in the promotion of leisure and retail economies as it maximises the turnover of spaces, whilst pricing strategies for longer stays encourage greater use of public transport, walking and cycling.
3. Improvements in air quality will benefit all citizens, but particularly those that live or work in or near the city centre.
4. Pricing strategies that promote a turnover in spaces also improve access for those who rely on the private car such as Blue Badge holders, who will continue to be able to park for free.

**Consultation Details:**

1. The NOV for the main tariff changes are expected to be placed in November/December 2022, with the changes to be implemented in January/February 2023.
2. The consultation for the changes to the TRO covering Wapping Wharf & Frog Lane is expected to begin in Q4 of 2022-23.

**Background Documents:**

The Council is under a ministerial direction to improve air quality and is implementing a Clean Air Zone in November 2022. For further information see <https://www.cleanairforbristol.org/caz/> or [www.bristol.gov.uk/caz](http://www.bristol.gov.uk/caz).

Bristol City Council's Transport policy aims to encourage more sustainable modes of transport such as walking, cycling, public transport and park and ride. Long-stay parking charges need to be set at such a level to encourage modal shift. The policy also aims to encourage retail and leisure activities by offering short stay parking whilst supporting the need for greater utilisation of sustainable transport. <https://www.bristol.gov.uk/council-and-mayor/policies-plans-and-strategies/bristol-transport-strategy>

The West of England Joint Local Transport Plan 4 (2020 -2036) (JLTP 4) (<https://travelwest.info/projects/joint-local-transport-plan> ) sees parking controls as a key element in controlling the demand for car parking. The plan states that parking controls (including charges) will be structured to support short stay retail, leisure and business trips to central areas.

National policy relating to tariff variations states that they can be levied pursuant to Orders and Notices made under the Road Traffic Regulation Act 1984. Whilst the Act is not a revenue raising one, increases in on and off-street parking charges are permissible where the dominant purpose is to secure legitimate traffic management related objectives.

<b>Revenue Cost</b>	c£50k	<b>Source of Revenue Funding</b>	General Car Parks budget will cover cost of TRO changes and signage changes.
<b>Capital Cost</b>	N/A	<b>Source of Capital Funding</b>	N/A
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input checked="" type="checkbox"/>

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

1. **Finance Advice:**

- a. The last amendment to on street parking tariffs in the Central Controlled Parking Zone (CPZ), city centre car park tariffs and district car park tariffs was in 2020.
- b. This report is seeking approval for a policy-based increase in car park tariffs, to ensure they remain relative and continue to achieve their purpose to encourage more sustainable modes of transport, aimed at reducing travel into the city centre and improving the air quality. While the increase is policy based, it will also address the inflationary pressures currently impacting council services.
- c. These amendments will standardise many of the parking charges, ensure the service delivers on the approved budget and allows for behavioural changes in travelling to the city centre. The amendments can be seen in appendix A.
- d. The table (taken from appendix A) shows the approximate impact of the amendments:

Car Park Type	Annual income (current tariffs)	Tariff Increases	Approximate Annual Increase
	£'000		£'000
On Street	3,222	12%	374
Multi-Storey	3,498	11%	397
Surface	1,983	38%	761
District	84	100%	84
	<b>8,788</b>		<b>1,617</b>

- e. The financial impact is based on current customer behaviour, however, the decision to implement the changes may result in a change in customer behaviour, so the financial outcomes may be different. It is worth noting that revenue from on-street parking activities is ringfenced and can only be spent on transport related services i.e, other transport and highway related services, allowing improvements and investment in sustainable transport scheme and initiatives.
- f. Any additional costs implications are expected to be met from the Highways and Traffic Management revenue budget.

**Finance Business Partner:** Kayode Olagundoye, Interim Finance Business Partner, Growth and Regeneration – 14.08.2022

## 2. Legal Advice:

- a) The proposals in the report support the Council's stated policy objectives of long- term parking to be provided off-street, keeping the availability of short term on street parking to support leisure and retail visits and promoting modal shift to alternative sustainable means of transport.
- b) Regarding the changes to the TRO for Frog Lane and Wapping Wharf consultation for these proposals should occur when proposals are at a formative stage, give sufficient reasons for any proposal to permit intelligent consideration and allow adequate time for consideration and response. The consultation responses must be conscientiously taken into account in finalising the decision. There must be clear evidence that the decision maker has considered the consultation responses, or a summary of them, before taking its decision.

**Legal Team Leader:** Joanne Mansfield – 15<sup>th</sup> August 2022

**3. Implications on IT:** "I can see no implications on IT in regards to this activity".

**IT Team Leader:** Gavin Arbuckle – Head of Service Improvement and Performance – 02.08.2022

**4. HR Advice:** "I have reviewed the report and can confirm that there are no HR implications evident in the proposals".

**HR Partner:** Chris Hather - 27.07.2022

<b>EDM Sign-off</b>	Stephen Peacock, Executive Director, G&R.	03/08/2022
<b>Cabinet Member sign-off</b>	Cllr Alexander, Cabinet Member for Transport Cllr Cheney, Dep Mayor and Cabinet Member for	18/08/2022



	City Economy, Finance and Performance	21/09/2022
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayors Office	05/09/2022

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

Appendix A - Parking Tariff Review 2022-23 - Backing Information

Off Street Parking - MSCP & Surface Car Parks

Location	Operating times	Tariff Description	Current Tariff	Price per hour	Proposed Tariff	Price per hour		
Trenchard Street West End Temple Gate Portwall Lane The Grove Redcliffe Parade Mardyke Wharf Lower Guinea Street	All Days	Up to 1 hour	£1.50	£1.50	£2.50	£2.50		
		Up to 2 hour	£3.00	£1.50	£5.00	£2.50		
		Up to 3 hour	£4.50	£1.50	£7.50	£2.50		
		Up to 4 hour	£6.00	£1.50	£10.00	£2.50		
		Over 4 hours	£13.50	N/A	£18.00	N/A		
		Evening (6pm to Midnight)	£3.50	N/A	£4.00	N/A		
		Overnight (6pm to 9am next day)	£5.00	N/A	£5.50	N/A		
		Up to 1 hour	£1.50	£1.50	£2.50	£2.50		
College Street	All days	Up to 2 hour	£3.00	£1.50	£5.00	£2.50		
		Up to 3 hour	£4.50	£1.50	£7.50	£2.50		
		Up to 4 hour	£6.00	£1.50	£10.00	£2.50		
		Eve	£3.50	N/A	£4.00	N/A		
		Night	£5.00	N/A	£5.50	N/A		
		Up to 2 hours (weekday only)	£3.00	£1.50	£5.00	£2.50		
Maritime Heritage Centre	All Days	Up to 3 hour	£4.50	£1.50	£7.50	£2.50		
		Up to 4 hour	£6.00	£1.50	£10.00	£2.50		
		Up to 5 hour	£7.50	£1.50	£12.50	£2.50		
		Eve	£3.50	N/A	£4.00	N/A		
		Night	£5.00	N/A	£5.50	N/A		
		Daytime Coach Parking - Up to 5 hours	£10.00	£2.00	£15.00	£3.00		
		Evening Coach Parking - Any Period	£10.00	N/A	£15.00	N/A		
		Minimum payment (SS GB Visitor - Car)	£3.00	N/A	£5.00	N/A		
		Minimum payment (SS GB Visitor - Coach)	£5.00	N/A	£7.50	N/A		
		Bristol First	All days until 18:00	Up to 4 hours	£6.00	£1.50	£10.00	£2.50
Permit Holder only after 18:00	Up to 2 hours		£5.00	£2.50	£6.00	£3.00		
Queen Square Brunswick Square	All days	Eve	£3.50	N/A	£4.00	N/A		
		Night	£5.00	N/A	£5.50	N/A		
		Up to 2 hours	£5.00	£2.50	£6.00	£3.00		
Frog Lane	Monday to Saturday	Up to 2 hours	£5.00	£2.50	All Days: 1 hour - £2.50 2 hours - £5.00 3 hours - £7.50 4 hours - £10.00	£2.50		
	Sunday & BH	Up to 2 hours	£5.00	£2.50				
	All Days	Eve	£3.50	N/A			£4.00	N/A
		Night	£5.00	N/A			£5.50	N/A
Wapping Wharf	Monday to Friday	Up to 3 hour	£2.00	£0.67	All Days: 1 hour - £2.50 2 hours - £5.00 3 hours - £7.50 4 hours - £10.00 5 hours - £12.50 Eve - £4.00 Night - £5.50	Daytime £2.50		
	Saturday	Up to 2 hour	£2.00	£1.00				
		Over 2 hours	£4.00	N/A				
	Sunday	Any Period	£2.00	N/A				

**Off Street Parking - District Car Parks:**

Location	Operating times	Tariff Description	Current Tariff	Price per hour	Proposed Tariff	Price per hour
Diamond Street Hereford Street Little Paradise Sheene Road Brunel Lock Charles Place McAdam Way Oldfield Place	All days	Up to 1 hour	£0.50	£0.50	£1.00	£1.00
		Up to 2 hour	£1.00	£1.00	£2.00	£1.00
		Up to 3 hour	£1.50	£1.50	£3.00	£1.00
		Up to 4 hour	£2.00	£2.00	£4.00	£1.00

**On Street Parking:**

Location	Operating times	Tariff Description	Current Tariff	Price per hour	Proposed Tariff	Price per hour
On Street 1 Hour Zone	All Days	Up to 1 Hour	£4.00	£4.00	£4.00	£4.00
On Street 2 Hour Zone	All Days	Up to 2 Hours	£5.00	£2.50	£6.00	£3.00
On Street 4 Hour Zone	All Days	Up to 4 Hours	£6.00	£1.50	£12.00	£3.00
All On Street Zones	All Days	Evening (6pm to Midnight)	£3.50	N/A	£4.00	N/A
		Overnight (6pm to 9am next day)	£5.00	N/A	£5.00	N/A

Approximate financial impact of proposals	12 months income at current tariffs	12 months income at proposed tariffs (GR11)	Variance
On Street	£ 3,222,122	£ 3,596,634	£ 374,512
Multi-Storey Car Park*	£ 3,498,430	£ 3,896,386	£ 397,957
Surface Car Park	£ 1,983,434	£ 2,744,744	£ 761,311
District Car Park	£ 83,626	£ 167,246	£ 83,620
<b>Total</b>	<b>£ 8,787,608</b>	<b>£ 10,405,010</b>	<b>£ 1,617,399</b>

\* Income from West End is estimated as car park has only recently reopened

Benchmarking Data:

		Indicative Price for comparable length of stay (hours)				
Location		1	2	4	All Day	Comments
<b>BCC Car Park - proposed tariff</b>		£ 2.50	£ 5.00	£ 10.00	£ 18.00	
Core City Car Parks	Liverpool	£ 2.00	£ 4.00	£ 8.00	£ 13.00	
	Belfast	£ 1.20	£ 2.40	£ 4.80	£ 13.80	
	Leeds	£ 2.60	£ 5.00	£ 6.20	£ 14.00	1 hour parking not available in all car parks
	Nottingham		£ 4.60	£ 6.80	£ 16.00	
	Sheffield	£ 1.45	£ 2.90	£ 5.80	£ 7.25	
	Birmingham		£ 4.10	£ 6.20	£ 16.30	
	Cardiff	£ 2.20	£ 3.30	£ 5.50	£ 24.00	Monthly ticket available for £150
	Manchester	£ 3.70	£ 5.70	£ 9.70	£ 25.50	
BathNES	BathNES - Off Street		£ 3.20	£ 6.40	£ 15.00	
Private local operators	Bristol NCPs	£ 3.95	£ 7.90	£ 15.80	£ 26.95	Early bird £10.95 all day if arrive before 09:30. Season tickets from less than £6 per day
	Cabot Circus	£ 2.50	£ 3.50	£ 6.50	£ 18.00	
	The Galleries	£ 2.00	£ 3.20	£ 5.20	£ 18.00	
	Millennium Square	£ 3.00	£ 6.00	£ 9.00	£ 17.00	
	Gardiner Haskins	£ 3.00	£ 4.00	£ 7.00	£ 20.00	Weekly ticket available for £55.
		Indicative Price for comparable length of stay (hours)				
Location		1	2	4		Comments
<b>BCC On Street - proposed tariff</b>		£ 4.00	£ 6.00	£ 12.00		
BathNES	BathNES - On Street	£ 3.90	£ 5.60	£ 9.00		Charges vary.

## G&R/MOP/Parking Tariff Review 2022-23

### Negative Risks that offer a threat to the Parking Tariff Review 2022-23 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
1	Loss of income through customer attrition as a result of increases in charges.	This risk is focussed on the loss of custom to private operators which would result in both lost income and failure to meet policy objectives. Customers transferring to more sustainable transport modes would be a good outcome.	Loss of income	Open			David Bunting	The forecast for the effect of increases has factored in a degree of attrition - this is one of the stated aims of the proposal where it is due to modal shift. Increases have been benchmarked against neighbouring authorities, core cities and private operator pricing.		3	4	12	800	2	4	8	
2	Indicative figures in the report and its appendices may not be accurate.	Increased cost of living and/or Covid resurgence may lead to a downturn in demand for parking, which would mean the figures in the report are overstated.	GR11 may not be delivered	Open			David Bunting	Ensure the proposals are delivered on time. Ensure comms are timely and effective and ensure effective monitoring is in place.		3	4	12	800	2	3	6	
3	Loss of reputation and media reaction associated with increasing tariffs during a time when many are struggling with the increased cost of living.	Some loss of reputation and media interest has to be expected as increases in parking charges will always be of concern to members of the public and media.	Reputational damage	Open			David Bunting	Consultation and press releases to the media.		3	3	9	N/A	2	2	4	
4	Delay in processing in the drafting of the required Notices to implement the new charges.	Resource pressures.	Loss of income	Open			David Bunting	Additional resources may be required, or priorities changed to ensure new charges are implemented within the agreed time frame.		3	3	9	400	1	3	3	
5	Delay in scheduling the TRO Change process to consult & implement the specified changes requiring a full TRO change.	Resource pressures.	Loss of income	Open			David Bunting	Additional resources may be required, or priorities changed to ensure new charges are implemented within the agreed time frame.		3	3	9	100	1	3	3	
6	Policy objectives may not be maximised and Council will be unable to utilise Parking Tariffs to support the Clean Air Zone.	Proposed changes not approved.	Missed opportunity to improve on delivery of policy objectives	Open			David Bunting	Key decision report outlines arguments in favour of making proposed changes.		3	2	6	1600	1	2	2	

# Equality Impact Assessment [version 2.9]



Title– Parking Tariff Review 2022-23 Controlled Parking Zone (City Centre) & Off Street Car Parks - GR11	
<input checked="" type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input type="checkbox"/> New <input type="checkbox"/> Already exists / review <input checked="" type="checkbox"/> Changing
Directorate: Growth and Regeneration – Management of Place	Lead Officer name: Sarah Clark
Service Area: Traffic & Highways Maintenance	Lead Officer role: Parking Business & Permit Team Manager

## Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

### 1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

The proposal is to increase parking charges in the Central Controlled Parking Zone and its off street car parks. These charges are set in line with local transport policy. This aims to reduce congestion and improve air quality by promoting public transport and active travel over private car journeys wherever possible. Long stay parking is particularly discouraged, short stay parking which supports the local economy is encouraged. In order to ensure that the parking tariffs continue to discourage long term parking usage they are regularly reviewed in line with inflation and periodically a broader policy-based review is undertaken to determine whether additional changes could further support the policy objectives.

This specific proposal to increase parking tariffs is a policy based one to tie in with the launch of the Clean Air Zone to further deter long stay parking and encourage modal shift away from the private car while ensuring that short stay parking is available to promote leisure and retail use.

### 1.2 Who will the proposal have the potential to affect?

<input type="checkbox"/> Bristol City Council workforce	<input checked="" type="checkbox"/> Service users	<input checked="" type="checkbox"/> The wider community
<input type="checkbox"/> Commissioned services	<input type="checkbox"/> City partners / Stakeholder organisations	
Additional comments:		

### 1.3 Will the proposal have an equality impact?

Could the proposal affect access levels of representation or participation in a service, or does it have the potential to change e.g. quality of life: health, education, or standard of living etc.?

If 'No' explain why you are sure there will be no equality impact, then skip steps 2-4 and request review by Equality and Inclusion Team.

If 'Yes' complete the rest of this assessment, or if you plan to complete the assessment at a later stage please state this clearly here and request review by the Equality and Inclusion Team.

**Yes**                       **No**                      [please select]

These increases will apply to all users of Pay & Display bays in the CPZ and for those using the Bristol City Council or Off Street car parks.

Because of these increased costs, there is a potential for citizens and/or businesses to be affected by this proposal.

## Step 2: What information do we have?

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

Please use this section to demonstrate an understanding of who could be affected by the proposal. Include general population data where appropriate, and information about people who will be affected with particular reference to protected and other relevant characteristics: <https://www.bristol.gov.uk/people-communities/measuring-equalities-success>.

Use one row for each evidence source and say which characteristic(s) it relates to. You can include a mix of qualitative and quantitative data e.g. from national or local research, available data or previous consultations and engagement activities.

Outline whether there is any over or under representation of equality groups within relevant services - don't forget to benchmark to the local population where appropriate. Links to available data and reports are here [Data, statistics and intelligence \(sharepoint.com\)](#). See also: [Bristol Open Data \(Quality of Life, Census etc.\)](#); [Joint Strategic Needs Assessment \(JSNA\)](#); [Ward Statistical Profiles](#).

For workforce / management of change proposals you will need to look at the diversity of the affected teams using available evidence such as [HR Analytics: Power BI Reports \(sharepoint.com\)](#) which shows the diversity profile of council teams and service areas. Identify any over or under-representation compared with Bristol economically active citizens for different characteristics. Additional sources of useful workforce evidence include the [Employee Staff Survey Report](#) and [Stress Risk Assessment Form](#)

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
Bristol Quality Of Life Survey (June 2022)	<ul style="list-style-type: none"> <li>- The % of people who think that congestion is a problem locally has risen from 70.4 in 2020 to 73.6 in 2021 suggesting that the benefits of reduced congestion seen during Covid are now reversing.</li> <li>- The % of people who find it difficult to manage financially has increased from 6.8% in 2020 to 8.7 in 2021.</li> </ul>
ONS 2011 Census Crown Copyright 2012.	<ul style="list-style-type: none"> <li>- We know the make-up of Bristol residents from the 2011 census and although this data is old, it does give us some indication. Limited data is currently available from the 2021 census – it shows an increase in all age groups except for the 0-4 and 80+ groups, but more detailed profiles are not yet available.</li> </ul>
Quality of Life Survey 2020  % of people who think Public Transport is inaccessible	<ul style="list-style-type: none"> <li>- Bristol average is 9.4%</li> <li>- Disabled people 16.4%</li> <li>- LGBT people 12.9%</li> <li>- Other religions 12.9%</li> </ul> <p>We have a high percentage of people who think public transport is</p>

	inaccessible
Quality of Life Survey 2020  % of people who think congestion is a problem locally	- Bristol average is 70% - LGBT 76% think that congestion is a problem locally
<b>Additional comments: see below</b>	
People who park in Bristol are not necessarily residents and may travel in from neighbouring authorities or further afield reflecting Bristol's status as a tourist destination.	
We do not collect equalities data on parking users.	

## 2.2 Do you currently monitor relevant activity by the following protected characteristics?

<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input type="checkbox"/> Gender Reassignment
<input type="checkbox"/> Marriage and Civil Partnership	<input type="checkbox"/> Pregnancy/Maternity	<input checked="" type="checkbox"/> Race
<input type="checkbox"/> Religion or Belief	<input checked="" type="checkbox"/> Sex	<input checked="" type="checkbox"/> Sexual Orientation

## 2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps, then state this clearly with a justification.

For workforce related proposals all relevant characteristics may not be included in HR diversity reporting (e.g. pregnancy/maternity). For smaller teams diversity data may be redacted. A high proportion of not known/not disclosed may require an action to address under-reporting.

We do not have data on customers' status in terms of gender reassignment, marital status, pregnancy or maternity or whether they are from a low income household.
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## 2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this had been of Bristol's diverse communities. See <https://www.bristol.gov.uk/people-communities/equalities-groups>.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure please refer to [Managing change or restructure \(sharepoint.com\)](#) for advice on consulting with employees etc. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups and trades unions as well as affected staff.

Tariff revisions in the past go through a process which involves full statutory consultation with the whole public which includes notices on and off street and advertisements in local newspapers. These processes have never previously identified any material equality impacts.
The proposed changes in the Parking Tariff Report 2022/23 will be implemented in two phases.
Phase one will be for those changes that are straightforward price increases. There is no statutory consultation



involved in the legal process to change these tariffs. These will be advertised on the council website and via RingGo messaging.

Phase two will be for changes at two car parks where the tariff structure is being changed completely. These changes will be subject to public consultation as part of the legal process to change the order. Customers will be able to object to the proposals and any objections will be considered when determining how to proceed.

## 2.5 How will engagement with stakeholders continue?

Explain how you will continue to engage with stakeholders throughout the course of planning and delivery. Please describe where more engagement and consultation is required and set out how you intend to undertake it. Include any targeted work to seek the views of under-represented groups. If you do not intend to undertake it, please set out your justification. You can ask the Equality and Inclusion Team for help in targeting particular groups.

Any future reviews of the CPZ and off street car parks pricing will consider inflation and any further policy based changes that may be considered beneficial. The statutory legal processes will be followed which will involve further consultation where appropriate.

## Step 3: Who might the proposal impact?

Analysis of impacts must be rigorous. Please demonstrate your analysis of any impacts of the proposal in this section, referring to evidence you have gathered above, and the characteristics protected by the Equality Act 2010. Also include details of existing issues for particular groups that you are aware of and are seeking to address or mitigate through this proposal. See detailed guidance documents for advice on identifying potential impacts etc. [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#)

### 3.1 Does the proposal have any potentially adverse impacts on people based on their protected or other relevant characteristics?

Consider sub-categories (different kinds of disability, ethnic background etc.) and how people with combined characteristics (e.g. young women) might have particular needs or experience particular kinds of disadvantage.

Where mitigations indicate a follow-on action, include this in the 'Action Plan' Section 4.2 below.

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many groups)	
The proposal will increase the cost of pay & display parking and will therefore affect all groups, although those on fixed or low incomes will be disproportionately affected.	
<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	N/A
Mitigations:	N/A
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Older people on fixed incomes may be disproportionately affected. Some older people who are less mobile and less able to walk significant distances may also be disproportionately impacted by additional costs
Mitigations:	Older people qualify for Concessionary travel cards which allow free travel on public transport. Many less mobile older people will have a Blue Badge which will enable them to park for free.
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	No adverse impacts have been identified due to disability as those with Blue Badges can park for free and without time limit in all Council Pay & Display parking locations on and off street.
Mitigations:	N/A
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	N/A
Mitigations:	N/A

<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	N/A
Mitigations:	N/A
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	There is some potential for pregnant women and new parents to be adversely affected due to their limited mobility if they are more likely to use a car than public transport or active travel during this time
Mitigations:	Unfortunately, the financial impact of this cannot be mitigated. However, further consideration could be given to the provision of parent & child bays in key locations as accessibility can be as much an issue as price.
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	N/A
Mitigations:	N/A
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	N/A
Mitigations:	N/A
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	N/A
Mitigations:	N/A
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	N/A
Mitigations:	N/A
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	There is some potential for those living in low income households to be adversely affected by any increase in parking charges.
Mitigations:	The financial impact of this cannot be mitigated.
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	N/A
Mitigations:	N/A
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	N/A
Mitigations:	N/A

### 3.2 Does the proposal create any benefits for people based on their protected or other relevant characteristics?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support our Public Sector Equality Duty to:

- ✓ Eliminate unlawful discrimination for a protected group
- ✓ Advance equality of opportunity between people who share a protected characteristic and those who don't
- ✓ Foster good relations between people who share a protected characteristic and those who don't

Those in low or fixed income households may include some pensioners and those in receipt of disability payments. These groups are likely to already be in receipt of concessions such as free public transport or Blue Badges.

Pay & Display parking in the RPS is currently just c£1.50 per hour which also makes it a reasonable alternative to city centre parking for those that can walk part of their journey.

The parking charge also needs to be taken in the local context. A day ticket for bus travel in the Bristol area costs £5.30 and a Park & Ride tickets costs £4.30. The proposed parking charges mean that customers can generally park for 2 hours for £5-£6. It would undermine the Council's transport policies if parking in the city centre were so cheap that it deterred people from making more sustainable travel choices.

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

Efficient transport policies which reduce congestion and improve public transport efficacy and air quality will improve the environment for all residents and visitors to the city.

The Council's policies are focussed on reducing the dependence on the private car and encouraging those who can, to use alternative, more sustainable means of transport. These policies improve the environment for everybody while also helping those unable to make different choices by reducing the overall demand which in turn improves the turnover of spaces and provides more opportunity & better services to those who need it.

The Council is actively promoting active travel through improved walking and cycling facilities and initiatives such as the close of Bristol Bridge to cars.

## Step 4: Impact

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

What are the main conclusions of this assessment? Use this section to provide an overview of your findings. This summary can be included in decision pathway reports etc.

If you have identified any significant negative impacts which cannot be mitigated, provide a justification showing how the proposal is proportionate, necessary, and appropriate despite this.

#### Summary of significant negative impacts and how they can be mitigated or justified:

The Council is currently under a legal direction to improve Air Quality in the City Centre. The Council has a duty to deliver on its transport policy and cannot do this if charges become so low as to undermine policy. It is therefore important that inflation is applied to parking prices in order to maintain their 'relative' cost. It is also important to review the cost of alternative parking in the City Centre. If Council car parking is cheaper than private operators, it will attract customers and this in itself undermines the policy objectives. NCP has the greatest number of city centre car park spaces and is already significantly more expensive than Council operated car parks.

#### Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:

The council continues to provide free pay & display parking for Blue Badge holders. The proposed changes aim to reduce congestion, improve air quality and provide more turnover (and therefore more availability) for those who do still need to use private cars.

### 4.2 Action Plan

Use this section to set out any actions you have identified to improve data, mitigate issues, or maximise opportunities etc. If an action is to meet the needs of a particular protected group please specify this.

Improvement / action required	Responsible Officer	Timescale
If the proposals are approved there will be full public consultation on the proposed changes to Wapping Wharf and Frog Lane car parks. This may provide further intelligence regarding the impact of the proposals on those with protected characteristics.	Sarah Clark	Q4 2022-23
We currently have a number of designated disabled parking bays in our off street car parks. We could also consider the addition of 'parent & child' bays for pregnant women and parents of young children – as convenience and access are often a more significant issue than price.	Dominic Hitchcock	2023-24


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

How will you know if you have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective your approach is still appropriate.

Through ongoing measures assessing walking, cycling & bus usage.

### Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek feedback and review from the [Equality and Inclusion Team](#) before requesting sign off from your Director<sup>1</sup>.

<b>Equality and Inclusion Team Review:</b> <b><i>Reviewed by Equality and Inclusion Team</i></b>	<b>Director Sign-Off:</b> 
Date: 17/08/2022	Date: 18/08/2022

<sup>1</sup> Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.

## Eco Impact Checklist

<b>Title of report: Parking Tariff review 2022-23</b>				
<b>Report author: Sarah Clark</b>				
<b>Anticipated date of key decision 4<sup>th</sup> October 2022</b>				
<b>Summary of proposals:</b>				
<p>To implement a policy-based review of Parking tariffs aimed at reducing travel into the city centre to further support the stated policy objectives of:</p> <ol style="list-style-type: none"> <li>1. Discouraging long stay parking by encouraging modal shift away from private vehicles in favour of more sustainable modes of transport such as walking, cycling, public transport and park and ride.</li> <li>2. supporting leisure and retail sectors by facilitating the provision of cheaper short stay parking.</li> </ol> <p>The proposed changes also seek to further support Air Quality improvements and will complement the introduction of the Clean Air Zone.</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?	Y	+ve	The proposed tariff changes aim to promote a modal shift away from the use of a private vehicle towards more sustainable modes of transport. Cheaper off street parking charges further encourage drivers to drive straight to a car park rather than circulate on street looking for a free space.	
Bristol's resilience to the effects of climate change?	N	n/a		
Consumption of non-renewable resources?	N	n/a		
Production, recycling or disposal of waste	N	n/a		
The appearance of the city?	N	n/a		
Pollution to land, water, or air?	Y	+ive	The changes aim to support the objectives of the clean air zone by further discouraging car use in the city centre	
Wildlife and habitats?	N	n/a		

<b>Consulted with:</b> n/a	
<b>Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u></b>	
<b>Checklist completed by:</b>	
Name:	Sarah Clark
Dept:	Traffic & Highways Maintenance
Extension:	N/A
Date:	21/07/22
Verified by Environmental Performance Team	Nicola Hares – Environmental Project Manager

# Decision Pathway – Report

**PURPOSE:** [Key decision](#)

**MEETING:** [Cabinet](#)

**DATE:** [04 October 2022](#)

<b>TITLE</b>	<b>Temple Quarter Grant Funding Agreements</b>		
<b>Ward(s)</b>	City Wide		
<b>Author:</b> Abigail Stratford	<b>Job title:</b> Head of Regeneration		
<b>Cabinet lead:</b> Mayor	<b>Executive Director lead:</b> Stephen Peacock, Executive Director Growth and Regeneration		
<b>Proposal origin:</b> <a href="#">Mayor</a>			
<b>Decision maker:</b> <a href="#">Mayor</a>			
<b>Decision forum:</b> <a href="#">Cabinet</a>			
<b>Purpose of Report:</b>			
<ol style="list-style-type: none"> <li>1 To seek approval to enter into a Flow Down Agreement with the West of England Combined Authority ('WECA') and a Collaboration Agreement with WECA, Network Rail and Homes England which provides a framework for Bristol City Council to apply for and secure funding to deliver Infrastructure Items within Temple Quarter that will facilitate the delivery of new homes and commercial development.</li> <li>2 To note further Cabinet approval will be sought to enter into subsequent agreements to drawdown and spend infrastructure funding to deliver projects and facilitate the housing and commercial outcomes.</li> <li>3 To highlight the intention to explore options for, and enter into, a joint venture vehicle with the Temple Quarter partners and to jointly appoint a delivery partner to facilitate delivery of the Temple Quarter Programme.</li> <li>4 An update on the Temple Island Enabling Works project.</li> </ol>			
<b>Temple Quarter Regeneration Programme</b>			
<ol style="list-style-type: none"> <li>1. The Temple Quarter Regeneration Programme is one of the largest re-development opportunities in the UK. It covers around 130 hectares of land in central Bristol with the potential to create 22,000 jobs, a minimum of 10,000 homes and an economic boost of £1.6 billion per annum to the region. The programme has successfully secured £94.7m in funding from the Brownfield and Investment Land Fund (BIL) from the Department of Levelling Up, Housing and Communities administered by Homes England. This funding will support infrastructure improvements to the area surrounding Bristol Temple Meads Station, including three new entrances to the station. These entrances are strategic enablers that will unlock the first phase of the programme including 2,476 new homes and a deliver around 2,200 jobs by 2030. In addition, to the significant housing and economic benefits, the programme will also deliver wider environmental and social benefits including integrated flood defences, local employment and skills opportunities, new open spaces, a network of green infrastructure increasing biodiversity and enabling low-carbon travel across the area, world class placemaking which is accessible and inclusive and sustainable new development supporting Bristol's ambition to be carbon neutral by 2030.</li> </ol>			

## Grant Funding Agreement

2. The Bristol Temple Quarter Regeneration Programme Outline Business Case ('**OBC**') dated February 2021 was submitted by WECA on behalf of Network Rail ('**NR**') and Bristol City Council ('**BCC**') to Homes England ('**HE**'). The OBC set out a series of infrastructure projects (as set out in Appendix 1) ('**Infrastructure Items**') to be delivered mainly by the NR and BCC and a request for funding from central government.
3. As noted in the Temple Quarter Cabinet Report approved in August 2022, WECA has since secured £94.7m of BIL funding administered by HE. This funding will support infrastructure improvements to the area surrounding Bristol Temple Meads Station, including three new entrances to the station. It will unlock land for housing and employment, create sustainable transport interchanges and enable high quality placemaking.
4. WECA has entered into a Grant Funding Agreement (**GFA**) with HE to deliver the Infrastructure Items that will facilitate the delivery of circa 2476 new homes and 44,000 sqm of commercial space by various parties. HE requires WECA to enter into flow down agreements with BCC and NR in similar terms through which certain of its obligations, responsibilities and risks under the GFA are assumed by NR and BCC respectively – the grant flow down agreements – in order that they can access the funds and between them deliver the infrastructure items.
5. BCC will now enter into the following agreements:
  - I. A legally binding Collaboration Agreement (**Collaboration Agreement**) with NR, HE and WECA which will set out how the partners will work collaboratively for the duration of the whole programme, with the aim of satisfying the delivery obligations under the GFA and Flow Down Agreements. The Collaboration Agreement recognises HE's role as landowner and delivery partner in the scheme as well as providing grant under the GFA. The Collaboration Agreement sets out a process for a partner to be responsible for producing a delivery plan for each Infrastructure Item in return for payment of delivery plan costs (Delivery Plan) and to present these to WECA and partners for approval. Each Delivery Plan will set out the party who will be responsible for delivering each element of the Infrastructure Item, detailed costs, any land assembly arrangements and a risk allocation. When a Delivery Plan is agreed between the parties, the relevant party will then be responsible for the delivery of the agreed element of the Infrastructure Item pursuant to a Flow Down Agreement (see below) and grant offer letter. At this point any cost overrun, unless agreed otherwise will rest with the Council, where they have agreed to become a delivery partner for specific infrastructure items. Under the Collaboration Agreement the parties agree to work together to mitigate and manage any cost increases and cost overruns. WECA, BCC and NR also agree to share programme delivery risk i.e. the risk arising prior to agreement of the Delivery Plans. If a Delivery Plan is not agreed between the parties or the Infrastructure Item(s) cannot be delivered for the agreed sum then the modified Flow Down Agreement will not be agreed, the project does not progress, and the parties will not proceed with the Infrastructure Item and no party is liable to incur any further costs. The Collaboration Agreement also contains a commitment to explore potential joint venture working arrangements (possibly a JV Co) and a joint delivery partner to aid delivery of the programme
  - II. A flowdown agreement (**Flow Down Agreement**) under which WECA will flow down the funding WECA receives from HE to BCC together with certain of its obligations, responsibilities and risks under the GFA, albeit subject to the terms of the Collaboration Agreement and which will include the conditions that will need to be met for BCC to draw down funding to cover the costs of delivering the Infrastructure Items. BCC also agrees to use reasonable endeavours to help deliver the Housing Outputs and Commercial Outputs. The expectation is that the Council will enter into an initial Flow Down Agreement (together with the Collaboration Agreement) by the end of October signalling its general agreement to key aspect of the programme (eg the reinvestment strategy and the Outcomes),



but that further modified flow down agreements (together with grant offer letters) will be entered into when the parties agree the detail of relevant Delivery Plans for each Infrastructure Item and secure the funding. (NR will also enter into a flow down agreement with WECA). Further Cabinet approval will be sought before entering any such further/modified Flow Down Agreement (and grant offer letter with WECA) as this is the point at which the commitments become operational.

A summary of the Infrastructure Items is set out at Appendix 1. To facilitate the delivery of the housing and commercial outcomes some land acquisition is required.

6. The Flow Down Agreement makes provision for the proceeds of sale of certain land owned by BCC and other partners and other potential income linked to certain sites owned by BCC and other partners where infrastructure funding is invested, to be reinvested into Phase 2 of the Temple Quarter ("**Reinvestment Strategy**"). Phase 2 includes the St Philips Marsh area and it is expected when completed to result in the regeneration of 57 hectares of brownfield land and up to 10,000 homes and 22,000 jobs for the wider area. A summary of the Reinvestment Strategy is set out at Appendix 2. It should be noted that this, in effect, commits the parties including BCC to use sale proceeds for Phase 2 unless otherwise agreed.
7. The GFA provides some funding to resource additional posts within the Joint Delivery Team (**JDT**), which is responsible for delivering the regeneration of Temple Quarter. However, additional resource will be required alongside this investment to bolster capacity in the JDT to deliver this ambitious regeneration programme. Approval is therefore sought to submit a funding bid to WECA for up to £7.843m to fund additional posts in the JDT until 2026/27.
8. The partners have been discussing how best to work together to deliver the Programme. They are exploring the establishment of a joint venture vehicle (**JV**) (comprising a corporate entity – most likely a company limited by guarantee) and/or jointly appointing a delivery partner to support delivery of the programme. Approval is being sought for the Council to enter into such a JVCo (should this be agreed between the partners) and authority for the Executive Director, together with the S151 Officer and the Monitoring Officer, to negotiate and agree with partners both the form, constitution and governance arrangements in relation to this body, and the role, responsibility and selection of a delivery partner. It is anticipated that the JVCo will employ the JDT, appoint and manage the joint delivery partner and manage delivery of the programme. Further Cabinet approval will be sought before transferring any further responsibilities to the JV.

### Temple Island Update

9. At the 4<sup>th</sup> February 2020 Cabinet meeting, Cabinet approved the proposal for the Council to enter into an Agreement for Lease with Legal & General (L&G) and, separately, to allocate repurposed EDF funding of up to £32m to support the Temple Island Enabling Works project.
10. At the 6<sup>th</sup> October 2020 Cabinet meeting, Cabinet approved the Council, subject to the approval of the bid to WECA/West of England LEP, to take all steps required to spend the repurposed EDF funding of up to £32m on the Enabling Works including the procurement of all contracts (goods, services or works).
11. At the 9<sup>th</sup> March 2021 Cabinet meeting, Cabinet authorised the Executive Director for Growth and Regeneration, in consultation with the Mayor, Deputy Mayor, Finance Governance and Performance, the S.151 Officer, and Director of Legal Services, to agree the final schedule of enabling works to support the opening up and servicing of the Temple Island site, to secure the variation of any WECA approvals necessary, and to defray this funding in accordance with the terms of the funding decision and in line with all appropriate procurement routes.

12. At the 5<sup>th</sup> October 2021 Cabinet meeting, Cabinet authorised the spend of grant secured from WECA of up to £32m including procuring and awarding all contracts (including any over £500k) required to undertake and complete the Temple Island Enabling Works. Cabinet also noted that the projected spend profile of up to £32m presented in the report was subject to change due to the scale and complexity of the project, and this would be managed by the Executive Director of Growth and Regeneration in consultation with Finance officers.
13. At the 14<sup>th</sup> December 2021 Cabinet meeting, Cabinet authorised additional funding of up to £1.4m to enable the works set out in the report to be progressed and to be temporarily funded from capital contingency. Cabinet authorised the Executive Director of Growth and Regeneration in consultation with S151 officer, monitoring officer and the Mayor to enter into all contracts required for the delivery of this work (for the avoidance of doubt, including contracts with a value of over £0.5m). The report noted that the additional funding will be met by the Council until such time that WECA agrees a grant offer letter and that a decision may be taken in December by the WECA Joint Committee. Following the 14<sup>th</sup> December 2021 Cabinet meeting, the WECA Joint Committee meeting was held on 17<sup>th</sup> December 2021 and the associated Change Request (submitted July 2021) was approved so that the Grant Offer Letter (GOL) could be released and allowed the funding of up to £32m to be used. Therefore, the Enabling Works project did not require the £1.4m requested in the 14 December 2021 Cabinet meeting.

**Project progress since reported at 5 October 2021 Cabinet meeting:**

- Site Remediation and Structural Fill work packages completed RIBA Stage 2 and are now proceeding with RIBA Stage 3.
- Plot 12 Access Improvements and Utilities Reinforcement and Infrastructure work packages completed RIBA Stage 3 and are now proceeding with RIBA Stage 4.
- Ground investigation and associated factual report related to Site Remediation completed and continued engagement with the Environment Agency to agree the remediation strategy prior to the submission of the related planning application.
- Continued engagement with utilities statutory authorities.
- Procurement strategy for River Walls Repairs work package revised following engagement with the Council's Highways Structures team resulting in two distinct procurement packages – (1) removal of vegetation and further condition survey; (2) river wall repairs. This will provide the Council with greater cost certainty for the river wall repairs as the existing condition of the river walls will be known. The first procurement package (removal of vegetation and further condition survey) was awarded in August 2022 and will be completed by September 2022.
- Ground investigation associated with the A4 retaining wall awarded and contractor mobilised in August 2022.
- Completed site surveys associated with ecology status of existing site.

**Planned project progress for next 12 months:**

- Submit and obtain planning approval for proposed works.
- Complete RIBA Stages 3 and 4 for all work packages.
- Complete River Wall Repairs work package.
- Complete ground investigation and subsequent study associated with A4 retaining wall to determine options for vehicle restraint barrier.
- Continued engagement with L&G technical team throughout the Enabling Works design stages and L&G planning application process.

**Re-baseline programme and cost:**

The project programme has been significantly elongated since the baseline position and last reported. This is due to the following factors:

- delay to third party programmes, including the Developers LGIM which has impacted all work packages;
- a more conservative view of the remediation required;
- planning approvals needing to go to Secretary of State;
- revised scope and procurement strategy for river wall repairs package;
- delay to award of ground investigation contract associated with site remediation whilst awaiting approval of July 2021 Change Request and subsequent receipt of GOL.

14. These updates to the programme have resulted in the spend profile being re-profiled across the financial years. It is noted that both the project programme and spend profile now extend into 24/25 financial year which is consistent with the FBC submitted to WECA (Section 3.3, Table 21) and the subsequent WECA Decision Form (issued 19<sup>th</sup> October 2020).

15. There have also been further changes in cost categories where cost has been moved from one category to another. This is due to the identification of the following additional items:

- Five new budget allocations have been included in the Monitoring line item:
- Procurement
- Directorship
- Brocks Bridge - maintenance/bond
- Environment Agency Consultation
- De-vegetation works
- Re-assessment of Professional Services and associated costs to project manage and deliver the project.

16. None of the above changes affect the financial viability of the scheme as they are not expected to have any material impact on the FBC (Strategic, Management, Commercial, Economic or Finance Case) submitted to the WECA joint committee. While the project is in the process of finalising the implementation details for all the enabling works, it is confident that it will contain the scope of all the site wide enabling works within the £32M and does not foresee any need for additional funding to complete this mandate.

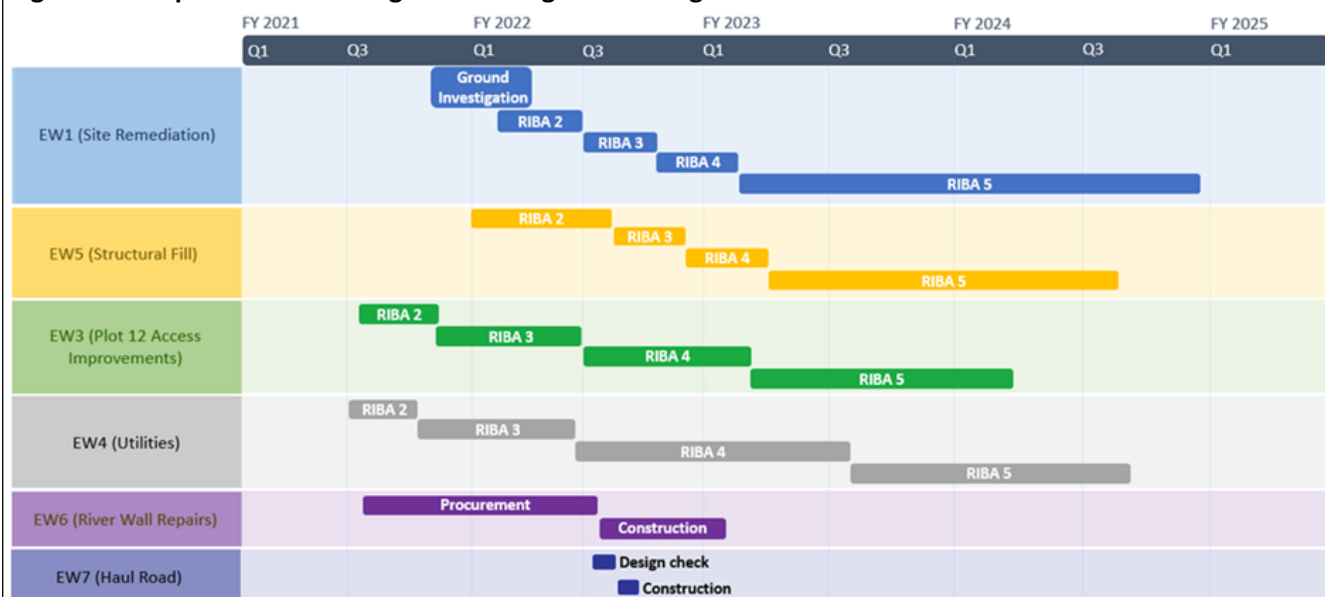
17. A Change Request to WECA, which was approved by S151 Officer, was submitted in May 2022. It is noted that the cost breakdown included in the referred Change Request is as per the “High Level Costs” reported to Cabinet in October 2021. This Change Request was approved at Joint Committee on 1 July 2022 with the subsequent Decision Notice being issued on 16 July 2022.

18. The high-level programme in figure 1 is based on the current project programme and captures the above referred programme elongation. The high-level anticipated cost plan provided in figure 2 is based on the current project cost forecast and captures the above referred changes.

19. Cabinet is asked to note that the high-level anticipated cost plan (figure 2) includes a risk and contingency budget item that will be held by the project to spend on unknowns, i.e. if/when risks emerge. Cabinet is also asked to note that the breakdown/allocation of the figures presented in the high-level anticipated cost plan (figure 2) are subject to change, which is anticipated for a project of this scale and complexity and will be managed by the Executive Director of Growth and Regeneration in consultation with Finance officers.

20. All works will be procured in line with Bristol City Council and public Procurement Rules and will be in consultation with the Delegated Authority group stated in the October 2021 Cabinet report.

**Figure 1: Temple Island Enabling Works – High Level Programme**



**Figure 2: Temple Island Enabling Works – High Level Costs**

Professional Fees	£4,435,942
BCC Fees	£1,306,823
A4 Slip road improvements/corkscrew/Bath Road junction	£1,200,000
Residual Contamination	£7,625,000
Infrastructure- Utilities on Site	£720,418
Utility Reinforcement	£4,320,000
Structural fill	£1,440,000
River wall restoration	£1,035,700
Haul Road	£220,000
Risk/Contingency	6,141,716
Construction Contingency	3,312,224
Inflation	242,177
	<b>£32,000,000</b>

Table 1

**Cabinet Member / Officer Recommendations:**

That Cabinet:

**Grant Funding Agreement:**

1. Authorises the Executive Director Growth and Regeneration in consultation with the Deputy Mayor and Cabinet member for Finance, Governance, Property and Culture, Director of Finance and Director Legal and Democratic Services to take all necessary steps to negotiate the terms of and thereafter enter into both the initial Flow Down Agreement with WECA (including the Reinvestment Strategy) and a Collaboration Agreement with WECA, HE and NR.

2. Authorises the Executive Director of Growth and Regeneration to (a) agree the terms of offer letters with WECA and thereafter draw down funding to prepare Delivery Plans for the relevant Infrastructure Items for which the Council is to be responsible (including procuring and awarding contracts in relation to all necessary services, including any in excess of £0.5m) and (b) submit these Delivery Plans to WECA. Noting that in the event that WECA are minded to approve the Delivery Plan, further approval will be sought from Cabinet prior to entering into the relevant offer letter and/or modified flow down agreement.
3. Authorises the Executive Director of Growth and Regeneration to submit an application to WECA for funding of up to £7.843m to increase capacity in the Joint Delivery Team, and to the extent that the application is successful to then accept and drawdown and spend this funding accordingly including procuring and awarding contracts over £0.5m.
4. Authorises the Executive Director Growth and Regeneration in consultation with Deputy Mayor and Cabinet member for Finance, Governance, Property and Culture, Director of Finance and Director Legal and Democratic Services to take all steps required to negotiate and agree with Network Rail, Homes England and WECA (a) the establishment of a joint venture arrangement (comprising a corporate body) (as summarised in the report) and (b) the appointment of a joint delivery partner, noting that further Cabinet approval will be sought to any transfer of BCC functions or responsibilities to the JV body.

**Temple Island Enabling Works:**

5. Authorise the Executive Director of Growth and Regeneration, in consultation with the Mayor, S151 officer and Director Legal and Democratic Services to continue spend of the grant secured from WECA of up to £32m and procure and award all contracts within the funding envelope (for the avoidance of doubt, including contracts with a value of over £0.5m) required to undertake and complete the Temple Island Enabling Works.
6. Notes that the high-level anticipated cost plan (figure 2) includes a risk and contingency budget item that will be held by the project to spend on unknowns.
7. Notes that the breakdown/allocation of the figures presented in the high-level anticipated cost plan (figure 2) are subject to change and may be amended by the Executive Director of Growth and Regeneration in consultation with Deputy Mayor and Cabinet member for Finance, Governance, Property and Culture and Finance officers within the overall funding envelope outlined in this report. Any changes to the cost plan will be subject to acceptance of a Change Request by the Joint Committee as per the funding terms.

**Corporate Strategy alignment:**

The proposals align with a number of corporate priorities, including:

- Develop a diverse economy that offers opportunity to all;
- Deliver 2,476 homes, to help deliver the requirement to have homes built in Bristol each year;
- Develop an inclusive economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person; and
- Reduce social and economic isolation and help to connect people to people, people to jobs and people to opportunities.

**City Benefits:**

Significant city benefits are anticipated to accrue through the redevelopment of the University Campus, Station redevelopment and development of the Temple Island site. Overall, the Temple Quarter regeneration programme (including Phase 2) is anticipated to deliver 22,000 new jobs, up to 10,000 new homes and an economic uplift to the local economy in the region of £1.6billion per annum from 2041.

The Temple Island Enabling Works alone will deliver 270 gross annual new jobs and £16m of net GVA to the West of England economy two years after construction start.

**Consultation Details:**

Engagement took place in 2019 to inform an emerging Development Framework. This included:

- Phase 1: You said, we’re listening – which sought to gather feedback on what is good and bad in the area today and aspirations for its future
- Phase 2: You said, we’re doing – where emerging ideas were presented and feedback sought to refine proposals.

A range of stakeholders, businesses, residents, neighbouring communities and transport groups were involved. The information has been used to draft a vision for the different character areas and set out initial ideas and proposals.

Over the last year engagement has taken place with businesses across Temple Quarter and St Philip’s Marsh which includes a survey and 1:1 meetings. In November 2021-January 2022 engagement took place on principles and concepts for Mead Street followed by a consultation from May to early July 2022 on the Mead Street Development Brief. There has also been engagement and consultation around specific development proposals which are already progressing such as changes to Temple Meads railway station, Silverthorne Lane, and the University of Bristol by those organisations leading these development projects.

Funding is now enabling a programme of engagement to re-start with local communities and representative organisations designed to build awareness and discussion around the proposed regeneration. An increase in business engagement is planned, and a consultation on the draft Bristol Temple Quarter Development Framework will take place in late 2022/early 2023.

**Background Documents:**

November 2017, July 2019, February 2020, October 2020, and March 2021, October 2021 and December 2021 Cabinet Reports (which can be accessed via the following weblink: [ModernGov - bristol.gov.uk](https://www.moderngov.com/d/529026/c/629026)).

<b>Revenue Cost</b>	<b>£7.843m</b>	<b>Source of Revenue Funding</b>	Grant Funding – WECA
<b>Capital Cost</b>	<b>£</b>	<b>Source of Capital Funding</b>	
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:**

The report seeks approval for the Council to entering into a Grant Flow Down Agreement with West England Combined Authority (WECA) and other partners, which includes the Reinvestment Strategy and Collaboration Agreement, as part of the Bristol Temple Quarter Regeneration Programme.

The agreement will provide a framework which sets out the process for agreeing the delivery plans, how programme

risk is shared including provisions, where the delivery plans are either not agreed or cannot be delivered for the maximum sum, then the parties will not be liable for the development costs.

The agreement supports the Council and Partners to manage and mitigate any cost increase and programme level risks, by considering pausing or delaying delivery, identifying alternative sources of funding and/or other delivery mechanisms to generate the same outputs.

The agreement will also cover provision of capital receipts and other potential income linked to certain sites owned by the Council and Partners. However, this will be subject to the terms of the Collaboration Agreement and so only effectively cover delivery plans at which point there will be a modified flow down agreement.

The actual value of the sites included in the Reinvestment Strategy will be determined based on an independent red book valuation. There is also an agreement in principle to compensate the council for the loss of parking revenue for one site.

The report further seeks approval to secure and spend up to £7.843m (see table 1) funding from WECA to increase capacity in the Joint Delivery Team. The total funding ask will support the delivery of the Temple Quarter Regeneration Programme (TQPR) over 4 years 23/24 to 26/27.

Table 1 – Cost Breakdown to support TQPR

Description	Investment Fund (£)
In house staff costs	£3.868m
Strategic Partner/External Consultants	£2.725m
Other Delivery Costs	£1.25m
<b>Total</b>	<b>£7.843m</b>

The report is also seeking to highlight the intention to explore options to enter a joint venture arrangement (JVA) with the delivery partners. The due diligence of the JVA will be undertaken, to assess the feasibility of the proposal. It is vital that any option proposed ensures that risks are adequately managed and that the Council is not exposed to additional cost implications, such a vehicle cannot have authority to commit the Council or it's partners to any new financial obligations or cost overruns.

The agreement also relates to carrying out the enabling works budgeted at £32m at Temple Island from the WECA EDF fund, which includes a risk and contingency budget to cover unexpected cost. The partners are working together to forecast total cost on a periodically basis, to ensure that cost does not exceed the approved funding.

**Finance Business Partner:** Archa Campbell - Finance manager – 20 September 2022

## **2. Legal Advice:**

Earlier in the year WECA entered into a Grant Funding Agreement with Homes England to secure the £94.7m for investment in infrastructure in Temple Quarter, albeit WECA is not in a position to deliver the various projects itself. The Council (and Network Rail) are each being asked to enter into an Agreement with WECA (Flow Down Agreement) in order to access the funding and deliver the infrastructure items. The terms of the initial flow down agreement have not yet been finalised but in broad terms they seek to pass down certain of the obligations, responsibilities and risk

currently falling on WECA under its Grant Funding Agreement. An initial flow down agreement will cover the period up to the preparation and submission of delivery plans and further modified flow down agreements will be entered into to implement agreed delivery plans.

Cabinet is asked to authorise the Executive Director, with support from finance and legal colleagues, and in consultation with the Cabinet member, to negotiate and agree the final terms of the initial flow down agreement.

A particular aspect to note in the initial agreement is the commitment in the Reinvestment Strategy (which forms part of the Flow Down Agreement) requiring the proceeds of sale, or other income, derived from land benefitting from the infrastructure works, to be invested in further infrastructure in Temple Quarter. Plainly this income will not therefore be generally available for other Council priorities.

In order to address some of the issues raised by both Network Rail and the Council over both the principle behind the flow down agreement and the detailed terms, the parties have agreed to conclude a Collaboration Agreement, which also involves Home England. The principal aims of the Collaboration Agreement are set out in the report.

Cabinet is asked to authorise the Executive Director to implement the Collaboration Agreement and secure the funding needed for the preparation of the delivery plans and procure all necessary support to produce these – including where the cost is above the key decision threshold (without further reference to cabinet).

Cabinet is also being asked to agree to the partners establishing joint working arrangements, most likely a company limited by guarantee, and to authorise the Executive Director to negotiate and settle the form of this arrangement. This will include the constitution, governance arrangements and resourcing etc.

Further Cabinet approval will be required in due course in respect of;

- committing to delivery of each infrastructure item - following WECA Delivery Plan Approval
- transferring any Council responsibilities to a corporate joint venture vehicle.

Authority is also sought to bid for further funding from WECA to support the expansion of the Joint Delivery Team; and subject to the outcome, and without further reference to cabinet, to then use this to secure the necessary additional resource.

Cabinet is also asked to reaffirm the authority for the Executive Director to deliver the Enabling Works, including procuring contracts in excess of £0.5m, without further reference to Cabinet.

All procurement and commissioning activities will need to comply with the usual procurement regulations and the Councils own procurement rules.

**Legal Team Leader:** Eric Andrews, Legal Services 22 September 2022

**3. Implications on IT:** There are no implications on IT in regard to this activity.

**IT Team Leader:** Alex Simpson – Senior Solution Architect 26 August 2022

**4. HR Advice:** Recommendation 3 seeks to increase the capacity of the Joint Delivery Team, which is predominately employed by BCC on BCC terms and conditions. Depending on the nature of the additional capacity required there are other options, including agency and 'statement of works' arrangements, which should be explored in order to ensure value for money is achieved. Exemption/dispensation will need to be sought via the appropriate recruitment controls process. Recommendation 4 seeks approval to enter into a joint venture arrangement with other parties. This could involve the transfer of BCC staff, which would need to be done in line with the law and the Council's policies.

**HR Partner:** James Brereton (Head of Human Resources), 26th September 2022

<b>EDM Sign-off</b>	Stephen Peacock, Executive Director Growth and Regeneration	26 July 2022
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<b>Cabinet Member sign-off</b>	Mayor	23 September 2022
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	5 September 2022

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

## Temple Quarter Grant Funding Agreements

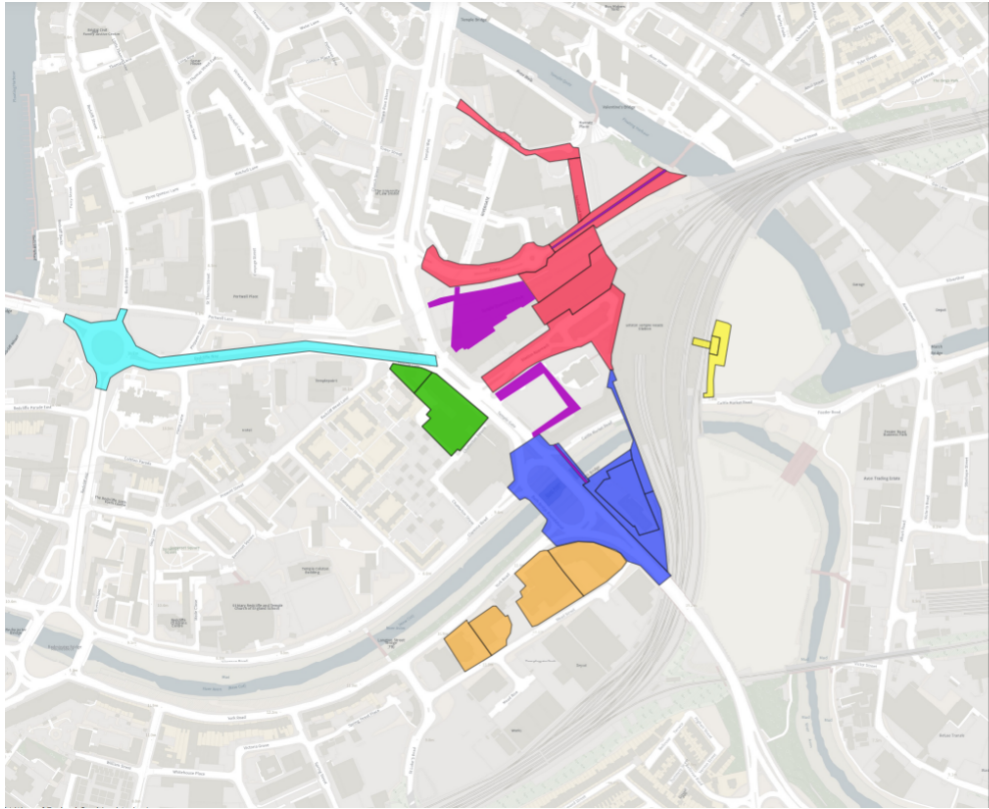
### Cabinet Report October 2022

#### Appendix 1 - Infrastructure Projects

##### Infrastructure Information:

- 1a) Northern Entrance** – Upgraded Northern entrance to the station and related works including a new bus interchange, relocation of the station car park (to a site in the Southern Gateway), and transformational placemaking
- 1b) Southern Gateway** – The provision of new transport interchange facilities, a new multistorey car park for use by the public and rail passengers and a footbridge across the river into the station
- 2) Eastern Entrance** – Provision of a new eastern access point to Temple Meads railway station
- 3) Redcliffe Way** – Highway improvement works to Redcliffe Way. The works will enable delivery of an integrated bus priority scheme that supports strategic transit aspirations within the city
- 4) Enabling Works for Bristol Temple Quarter (Phase 1)** – Utilities and public realm works
- 5) Land Assembly (Mead Street)** – Extinguishment of long leasehold interests and occupier lease through active asset management, negotiation/acquisition to enable comprehensive redevelopment of the sites
- 6) Land Assembly (Temple Gate)** – Extinguishment of long leasehold interests and occupier lease through active asset management, negotiation/acquisition to enable comprehensive redevelopment of the sites
- 7) Delivery and Project Management** – Project Management Costs

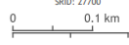
##### Temple Quarter Infrastructure Works Site Plan:



- Infrastructure Site**
- 1a - Northern Entrance
  - 1b - Southern Gateway
  - 2 - Eastern Entrance
  - 3 - Redcliffe Way
  - 4 - Wider Enabling Works
  - 5 - Mead Street Land Assembly Areas
  - 6 - Temple Gate Land Assembly Areas



Map author: Julian Marcos  
 Creation date: 23/03/2022  
 Map projection: British National Grid  
 Datum: OSGB 1936  
 SRID: 27700



**Temple Quarter Grant Funding Agreements  
Cabinet Report October 2022  
Appendix 2 – Reinvestment Strategy Summary**

<b>Infra Item(s)</b>	<b>Infrastructure Item(s)</b>	<b>Included in Reinvestment Strategy?</b>
1b	<b>Southern Gateway</b>	Yes subject to agreement around income and car parking.
3	<b>Redcliffe Way</b>	Yes – subject to agreement on income and car parking.
4	<b>Enabling Works</b>	No.
5	<b>Land Assembly for Mead Street</b>	Yes
6	<b>Land Assembly for Temple Gate</b>	Yes
7	<b>Delivery and project management phase</b>	N/A
8	<b>Temple Island</b>	Yes BCC and Homes England have agreed to contribute sale receipts of Temple island and Plot 3 subject to approval.
9	<b>Temple Square</b>	No

## Temple Quarter Risk Register

### Negative Risks that offer a threat to Temple Quarter Regeneration Programme 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
1	Project cost increase on the delivery of infrastructure items	Build cost inflation	Budget increase	Open		Finance	SRO	sufficient contingency should be built into delivery plans		3	5	15	TBC			0	Sep-22
2	Programme cost increase meaning overall funding is not sufficient to deliver all the infrastructure items	Build cost inflation and on site construction costs	Budget increase	Open		Finance	SRO	Programme cost risk being shared between parties prior to delivery plans being agreed by WECA		3	5	15	TBC			0	Sep-22
3	Project cost increase on Temple Island	Build cost inflation and on site construction costs	Budget increase	Open		Finance	SRO	sufficient contingency should be built into project budget		4	2	8	TBC			0	Sep-22
4	Insufficient resources available to deliver the infrastructure items	Resourcing pressures	Infrastructure items not delivered on time	Open		resource	SRO	WECA funding bid prepared to secure funding for the additional resources required in the JDT to ensure the infrastructure items are delivered on time and to budget		3	4	12	TBC			0	Sep-22
5												0				0	

# Equality Impact Assessment [version 2.9]



Title: Temple Quarter Update	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input checked="" type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: <i>Growth and Regeneration</i>	Lead Officer name: John Smith
Service Area: Economy of Place – Temple Quarter	Lead Officer role: Director – Economy of Place

## Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](https://sharepoint.com).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

### 1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

The Bristol Temple Quarter Regeneration Programme Outline Business Case ('OBC') dated February 2021 was submitted by West of England Combined Authority ('WECA') on behalf of Network Rail ('NR') and Bristol City Council ('BCC') to Homes England ('HE'). The OBC set out a series of infrastructure projects to be delivered mainly by the NR and BCC and a request for funding from central government. WECA has since secured £94.7m of funding.

The Cabinet Report will:

- 1 Seek approval to enter into a grant flow down agreement with the West of England Combined Authority ('WECA') and a Collaboration Agreement with WECA, Network Rail and Homes England which provides a framework for Bristol City Council to apply for and secure funding to deliver Infrastructure Items within Temple Quarter that will facilitate the delivery of new homes and commercial development.
- 2 Note further Cabinet Approval will be sought to enter into subsequent agreements to drawdown and spend infrastructure funding to deliver projects and facilitate the housing and commercial outcomes.
- 3 Highlight the intention to explore options for, and enter into, a joint venture vehicle with the Temple Quarter partners and to jointly appoint a delivery partner to facilitate delivery of the Temple Quarter Programme.
- 4 An update on the Temple Island Enabling Works project.

Further Cabinet Approval will be sought to enter into subsequent agreements to drawdown and spend infrastructure funding to deliver projects and facilitate the housing and commercial outcomes in Temple Quarter.

## 1.2 Who will the proposal have the potential to affect?

<input type="checkbox"/> Bristol City Council workforce	<input type="checkbox"/> Service users	<input checked="" type="checkbox"/> The wider community
<input type="checkbox"/> Commissioned services	<input checked="" type="checkbox"/> City partners / Stakeholder organisations	
Additional comments:		

## 1.3 Will the proposal have an equality impact?

Could the proposal affect access levels of representation or participation in a service, or does it have the potential to change e.g. quality of life: health, education, or standard of living etc.?

If 'No' explain why you are sure there will be no equality impact, then skip steps 2-4 and request review by Equality and Inclusion Team.

If 'Yes' complete the rest of this assessment, or if you plan to complete the assessment at a later stage please state this clearly here and request review by the Equality and Inclusion Team.

<input checked="" type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>	[please select]
--	------------------------------------	-----------------

Whilst we have not identified any significant negative impact of the regeneration of Temple Quarter we are aware of existing disparities and issues for people in Bristol based on their protected and other relevant characteristics which we will aim to mitigate where possible through our overall approach, which will become clearer as each element of the development framework is progressed. An individual EQIA will be completed for each individual infrastructure project delivered in Temple Quarter to identify the proposed equality impact and associated mitigation.

## Step 2: What information do we have?

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

Please use this section to demonstrate an understanding of who could be affected by the proposal. Include general population data where appropriate, and information about people who will be affected with particular reference to protected and other relevant characteristics: <https://www.bristol.gov.uk/people-communities/measuring-equalities-success>.

Use one row for each evidence source and say which characteristic(s) it relates to. You can include a mix of qualitative and quantitative data e.g. from national or local research, available data or previous consultations and engagement activities.

Outline whether there is any over or under representation of equality groups within relevant services - don't forget to benchmark to the local population where appropriate. Links to available data and reports are here [Data, statistics and intelligence \(sharepoint.com\)](#). See also: [Bristol Open Data \(Quality of Life, Census etc.\)](#); [Joint Strategic Needs Assessment \(JSNA\)](#); [Ward Statistical Profiles](#).

For workforce / management of change proposals you will need to look at the diversity of the affected teams using available evidence such as [HR Analytics: Power BI Reports \(sharepoint.com\)](#) which shows the diversity profile of council teams and service areas. Identify any over or under-representation compared with Bristol economically active citizens for different characteristics. Additional sources of useful workforce evidence include the [Employee Staff Survey Report](#) and [Stress Risk Assessment Form](#)

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
2011 Census data on ethnicity citywide	77.9% White British; 16.0% Black, Asian and minority ethnicity
2011 Census data on gender citywide	49.8% male; 50.2% female

2011 Census data on proportion of population with a long-term illness or disability citywide	16.7% of citywide population have a long-term illness or disability																																																														
2017 mid-year population estimates	670 people lived in the area covered by the development framework																																																														
<u>Quality of Life 2021-22 — Open Data Bristol</u>	<p>The Bristol Quality of Life Survey highlights a number of disparities for Bristol citizens based on where they live, as well as their characteristics and circumstances which are relevant to Temple Quarter regeneration. For example:</p> <p style="text-align: right;">% for whom inaccessible public transport prevents them from leaving their home when they want to</p> <p>Quality of Life Indicator</p> <table border="1" data-bbox="523 667 1409 2101"> <thead> <tr> <th data-bbox="523 667 954 712">Characteristic</th> <th data-bbox="954 667 1409 712">% Percentage</th> </tr> </thead> <tbody> <tr> <td data-bbox="523 712 954 757"><b>Bristol Average</b></td> <td data-bbox="954 712 1409 757"><b>11.8</b></td> </tr> <tr> <td data-bbox="523 757 954 801">Most Deprived 10%</td> <td data-bbox="954 757 1409 801">14.2</td> </tr> <tr> <td data-bbox="523 801 954 846">16 to 24 years</td> <td data-bbox="954 801 1409 846">25.9</td> </tr> <tr> <td data-bbox="523 846 954 891">50 years and older</td> <td data-bbox="954 846 1409 891">10.6</td> </tr> <tr> <td data-bbox="523 891 954 936">65 years and older</td> <td data-bbox="954 891 1409 936">13.9</td> </tr> <tr> <td data-bbox="523 936 954 981">Female</td> <td data-bbox="954 936 1409 981">13.9</td> </tr> <tr> <td data-bbox="523 981 954 1025">Male</td> <td data-bbox="954 981 1409 1025">9.6</td> </tr> <tr> <td data-bbox="523 1025 954 1070">Disabled</td> <td data-bbox="954 1025 1409 1070">24.7</td> </tr> <tr> <td data-bbox="523 1070 954 1115">Black, Asian and minority ethnic</td> <td data-bbox="954 1070 1409 1115">13.9</td> </tr> <tr> <td data-bbox="523 1115 954 1160">Asian/Asian British</td> <td data-bbox="954 1115 1409 1160">6.8</td> </tr> <tr> <td data-bbox="523 1160 954 1205">Black/Black British</td> <td data-bbox="954 1160 1409 1205">13.8</td> </tr> <tr> <td data-bbox="523 1205 954 1249">Mixed/Multiple ethnic groups</td> <td data-bbox="954 1205 1409 1249">19.8</td> </tr> <tr> <td data-bbox="523 1249 954 1294">White</td> <td data-bbox="954 1249 1409 1294">11.5</td> </tr> <tr> <td data-bbox="523 1294 954 1339">White Minority Ethnic</td> <td data-bbox="954 1294 1409 1339">12.1</td> </tr> <tr> <td data-bbox="523 1339 954 1384">White British</td> <td data-bbox="954 1339 1409 1384">11.4</td> </tr> <tr> <td data-bbox="523 1384 954 1429">Christian</td> <td data-bbox="954 1384 1409 1429">11.5</td> </tr> <tr> <td data-bbox="523 1429 954 1473">Other religion</td> <td data-bbox="954 1429 1409 1473">9.2</td> </tr> <tr> <td data-bbox="523 1473 954 1518">No religion or faith</td> <td data-bbox="954 1473 1409 1518">12.0</td> </tr> <tr> <td data-bbox="523 1518 954 1563">Single parent</td> <td data-bbox="954 1518 1409 1563">15.7</td> </tr> <tr> <td data-bbox="523 1563 954 1608">Two parent</td> <td data-bbox="954 1563 1409 1608">6.2</td> </tr> <tr> <td data-bbox="523 1608 954 1653">No qualifications</td> <td data-bbox="954 1608 1409 1653">13.4</td> </tr> <tr> <td data-bbox="523 1653 954 1697">Owner Occupier</td> <td data-bbox="954 1653 1409 1697">9.9</td> </tr> <tr> <td data-bbox="523 1697 954 1742">Rented from housing association</td> <td data-bbox="954 1697 1409 1742">16.8</td> </tr> <tr> <td data-bbox="523 1742 954 1787">Rented from the council</td> <td data-bbox="954 1742 1409 1787">12</td> </tr> <tr> <td data-bbox="523 1787 954 1832">Rented from private landlord</td> <td data-bbox="954 1787 1409 1832">16.7</td> </tr> <tr> <td data-bbox="523 1832 954 1877">Non degree qualifications</td> <td data-bbox="954 1832 1409 1877">10.6</td> </tr> <tr> <td data-bbox="523 1877 954 1921">Degree qualifications</td> <td data-bbox="954 1877 1409 1921">12.1</td> </tr> <tr> <td data-bbox="523 1921 954 1966">Part-time carer</td> <td data-bbox="954 1921 1409 1966">9.9</td> </tr> <tr> <td data-bbox="523 1966 954 2011">Full-time carer</td> <td data-bbox="954 1966 1409 2011">23.8</td> </tr> <tr> <td data-bbox="523 2011 954 2101">Carer (All)</td> <td data-bbox="954 2011 1409 2101">13.2</td> </tr> </tbody> </table>	Characteristic	% Percentage	<b>Bristol Average</b>	<b>11.8</b>	Most Deprived 10%	14.2	16 to 24 years	25.9	50 years and older	10.6	65 years and older	13.9	Female	13.9	Male	9.6	Disabled	24.7	Black, Asian and minority ethnic	13.9	Asian/Asian British	6.8	Black/Black British	13.8	Mixed/Multiple ethnic groups	19.8	White	11.5	White Minority Ethnic	12.1	White British	11.4	Christian	11.5	Other religion	9.2	No religion or faith	12.0	Single parent	15.7	Two parent	6.2	No qualifications	13.4	Owner Occupier	9.9	Rented from housing association	16.8	Rented from the council	12	Rented from private landlord	16.7	Non degree qualifications	10.6	Degree qualifications	12.1	Part-time carer	9.9	Full-time carer	23.8	Carer (All)	13.2
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Parents (All)	<u>7.4</u>
Lesbian, Gay or Bisexual	19.6
Quality of Life Indicator	% satisfied overall with their current accommodation
<b>Characteristic</b>	<b>% Percentage</b>
<b>Bristol Average</b>	<b>82.2</b>
Most Deprived 10%	70.9
16 to 24 years	64.5
50 years and older	88.7
65 years and older	92.4
Female	84.2
Male	80.5
Disabled	72.4
Black, Asian and minority ethnic	74.4
Asian/Asian British	73.6
Black/Black British	63.1
Mixed/Multiple ethnic groups	83.3
White	83.1
White Minority Ethnic	73.1
White British	84.7
Christian	86.8
Other religion	71
No religion or faith	80.3
Single parent	68.2
Two parent	86.0
No qualifications	84.8
Owner Occupier	90.3
Rented from housing association	68.3
Rented from the council	68.2
Rented from private landlord	65.4
Non degree qualifications	79.9
Degree qualifications	82.8
Part-time carer	80.9
Full-time carer	73
Carer (All)	79
Parents (All)	<u>83.7</u>
Lesbian, Gay or Bisexual	68.6

Additional comments:

The scale of the Temple Quarter regeneration programme – in matters such as the number of new jobs, it being a key public transport hub and gateway location for the city centre, and it is becoming a location to visit and dwell in – suggest there will be impacts spread over a wide geography, certainly Bristol-wide and further afield.

In addition, the Temple Quarter development framework proposes a large number of interventions to deliver jobs and homes growth targets. The nature, geographic scope and scale of impacts will differ according to the nature of intervention proposed.

In this context it appears prudent to consider the scale of impact at city wide and local level.

## 2.2 Do you currently monitor relevant activity by the following protected characteristics?

- |   |  |   |
|---|--|---|
| <input checked="" type="checkbox"/> Age                 | <input checked="" type="checkbox"/> Disability | <input checked="" type="checkbox"/> Gender Reassignment |
| <input type="checkbox"/> Marriage and Civil Partnership | <input type="checkbox"/> Pregnancy/Maternity   | <input checked="" type="checkbox"/> Race                |
| <input checked="" type="checkbox"/> Religion or Belief  | <input checked="" type="checkbox"/> Sex        | <input checked="" type="checkbox"/> Sexual Orientation  |

## 2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps, then state this clearly with a justification.

For workforce related proposals all relevant characteristics may not be included in HR diversity reporting (e.g. pregnancy/maternity). For smaller teams diversity data may be redacted. A high proportion of not known/not disclosed may require an action to address under-reporting.

We do not have accurate citywide diversity data for some characteristics where this has not been included in statutory reporting historically. E.g. for the purposes of this report we refer to other sources of data e.g. that Bristol reflects national statistics where 6% of the population is reported as being lesbian, gay or bisexual.

## 2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this had been of Bristol's diverse communities. See <https://www.bristol.gov.uk/people-communities/equalities-groups>.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure please refer to [Managing change or restructure \(sharepoint.com\)](#) for advice on consulting with employees etc. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups and trades unions as well as affected staff.

The key public sector partners bringing forward the Temple Quarter regeneration programme are committed to engaging with businesses, residents and wider city stakeholders, with an approach that enables city communities to help shape proposals effectively and in a timely way.

### Recent Engagement Activity:

- **Mead Street engagement and consultation:**
  - Engagement with businesses and the local community took place from 22 November 2021 until 7 January 2022. This informed a draft Development Brief for the Mead Street area that was formally consulted on from 20 May – 4 July 2022. This included two in-person events at LPW House on 22 and 23 June. Overall more people agreed with the proposals within the development brief than disagreed.
  - The consultation was promoted through the following:
    - A postcard sent directly to local residents and businesses

- An email to community/stakeholder organisations asking them to participate and to also share information in their networks
- A press release with articles in Bristol 24/7 and Bristol Post
- A news story on the Temple Quarter website:  
<https://www.bristoltemplequarter.com/help-to-shape-future-development-at-mead-street/>
- Social media posts through the main Bristol City Council and Temple Quarter platforms
- The events were promoted by a local community champion on Radio Bristol on Wednesday 22 June 2022.

- **Business engagement**

- A letter and survey went to all businesses in St Philip’s Marsh in June 2022 informing them of the Temple Quarter project and inviting them to complete the survey and contact the team for a more detailed briefing if they wanted.

- **Community engagement**

- Community groups have been invited to a briefing and/or walking tour of the Phase 1 Temple Quarter sites, to help build their understanding of the project. At the time of writing (July 2022), seven community groups have signed up to a tour and/or briefing.

## 2.5 How will engagement with stakeholders continue?

Explain how you will continue to engage with stakeholders throughout the course of planning and delivery. Please describe where more engagement and consultation is required and set out how you intend to undertake it. Include any targeted work to seek the views of under-represented groups. If you do not intend to undertake it, please set out your justification. You can ask the Equality and Inclusion Team for help in targeting particular groups.

### Engagement Late 2022/ Early 2023:

*Further engagement will be undertaken on each infrastructure project prior to project delivery.*

A full programme of community, stakeholder and business engagement is currently being developed for the period up to the end of 2022. This will include:

- In summer and early autumn we plan to restart engagement with communities in and around Temple Quarter, building awareness and understanding of the project.
- Direct engagement with businesses in and around the Temple Quarter and St Philip’s Marsh regeneration area to increase the council’s understanding of their work, workforce and future plans, as well as building understanding of the BTQ project.
- Regular stakeholder meetings, including with business groups, the Temple Quarter Accessibility Advisory Group, Ward Councillors and community groups. We are also exploring the option of funding community groups to carry out community engagement on the project’s behalf in order to reach seldom heard groups within the local community.
- Funding for a full-time Community Development practitioner until the end of 2022 has been approved.
- BCC’s Culture Team is developing a programme of cultural engagement, focused on the period of formal consultation on the Development Framework in October-December and including a two week “festival” of cultural programming linked to the regeneration of the area.
- Formal consultation on the Development Framework is proposed for an eight week period, October-December 2022. This will include an online consultation platform and in-person events and activities.

## Step 3: Who might the proposal impact?

Analysis of impacts must be rigorous. Please demonstrate your analysis of any impacts of the proposal in this section, referring to evidence you have gathered above, and the characteristics protected by the Equality Act 2010. Also include details of existing issues for particular groups that you are aware of and are seeking to address or

mitigate through this proposal. See detailed guidance documents for advice on identifying potential impacts etc. [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#)

### 3.1 Does the proposal have any potentially adverse impacts on people based on their protected or other relevant characteristics?

Consider sub-categories (different kinds of disability, ethnic background etc.) and how people with combined characteristics (e.g. young women) might have particular needs or experience particular kinds of disadvantage.

Where mitigations indicate a follow-on action, include this in the 'Action Plan' Section 4.2 below.

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many groups)	
The impact of the Temple Quarter development framework – adverse or beneficial – will become clearer as each individual infrastructure project is progressed.	
At this early stage, we are of the view that two aspects present the greatest risk of creating adverse impacts, both featuring similar effects on the same groups:	
<ul style="list-style-type: none"> <li>• Transport and access improvements, which will deliver long term benefits overall but may have negative impact in the short term.</li> <li>• Construction of new developments, similarly, offering long term benefit but short-term negative impacts (notwithstanding that construction may create new employment opportunities).</li> </ul>	
Both create the potential for disruption to established access routes, less certainty around accessibility and might give rise to new hazards to be negotiated. This has the potential to affect most significantly disability and pregnancy/maternity groups, and – potentially – age indirectly.	
Care is also needed to avoid reinforcing any patterns of exclusion from jobs opportunities, should they exist in sectors likely to employ people in the Temple Quarter area via new development. Such an outcome would have the potential to affect all groups with protected characteristics.	
New development may lead to change in the make-up of the business base in certain locations in Temple Quarter. BCC Economic Development is seeking to engage directly with local businesses in each area to understand them better. The team will monitor the potential for impacts on any groups with protected characteristics as part of this activity.	
<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Impact to be monitored.
Mitigations:	Initial data from consultation and equalities questionnaires to be analysed.
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	We need to ensure that Temple Quarter development maximises accessibility and minimises potential disruption during works .
Mitigations:	Access needs to be considered at the earliest possible stage in planning of works.
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	We need to ensure that Temple Quarter development maximises accessibility and minimises potential disruption during works .
Mitigations:	Access needs to be considered at the earliest possible stage in planning of works.
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	The Quality of Life in Bristol survey shows just 45% female respondents say they feel safe outdoors after dark (64% for males), and 16% females say fear of crime prevents them from leaving their home when they want to (8.7% males). We ensure that Temple Quarter Development promotes safety and perceived safety - particularly for women and girls
Mitigations:	Initial data from consultation and equalities questionnaires to be analysed. Consider safety audits as part of development/design
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

Potential impacts:	Impact to be monitored.
Mitigations:	Initial data from consultation and equalities questionnaires to be analysed.
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Impact to be monitored.
Mitigations:	Initial data from consultation and equalities questionnaires to be analysed.
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Impact to be monitored.
Mitigations:	Initial data from consultation and equalities questionnaires to be analysed.
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Impact to be monitored.
Mitigations:	Initial data from consultation and equalities questionnaires to be analysed.
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Impact to be monitored.
Mitigations:	Initial data from consultation and equalities questionnaires to be analysed.
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Impact to be monitored.
Mitigations:	Initial data from consultation and equalities questionnaires to be analysed.
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Impact to be monitored.
Mitigations:	Initial data from consultation and equalities questionnaires to be analysed.
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Impact to be monitored.
Mitigations:	Initial data from consultation and equalities questionnaires to be analysed.
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	Impact to be monitored.
Mitigations:	Initial data from consultation and equalities questionnaires to be analysed.

### 3.2 Does the proposal create any benefits for people based on their protected or other relevant characteristics?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support our [Public Sector Equality Duty](#) to:

- ✓ Eliminate unlawful discrimination for a protected group
- ✓ Advance equality of opportunity between people who share a protected characteristic and those who don't
- ✓ Foster good relations between people who share a protected characteristic and those who don't

Measures will be taken to mitigate the negative impacts of any change.

Whilst disruption may be inevitable given the scale of development proposed, it can be mitigated through early engagement with and the involvement of protected groups in scheme development, from design through to delivery. The emerging engagement strategy for Temple Quarter will seek to address this.

Efforts will be made to:

- Enable work experience opportunities
- Link people to potential employers
- Support skills development
- Explore developing an on-site skills academy within Temple Quarter to enable people to gain skills locally which can then be put to use in the locality.

Public sector employers engaged in delivering the framework, including Bristol City Council, will recruit in line with their equalities duties, and will be able to shape the actions of their contractors via contractual requirements.

## Step 4: Impact

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

What are the main conclusions of this assessment? Use this section to provide an overview of your findings. This summary can be included in decision pathway reports etc.

If you have identified any significant negative impacts which cannot be mitigated, provide a justification showing how the proposal is proportionate, necessary, and appropriate despite this.

#### Summary of significant negative impacts and how they can be mitigated or justified:

Works in the area could inhibit access for disabled and older people. The needs of these groups are being factored into planning of works at the earliest possible stage.

Consultation activity is being undertaken currently; findings will be used to inform understanding of potential for negative impacts.

An individual EQIA will be completed for each project delivered in Temple Quarter. The project specific EQIA's will identify the negative impacts and how they can be mitigated or justified

#### Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:

Consultation activity is being undertaken currently; findings will be used to inform the opportunities we may have to promote the duty.

An individual EQIA will be completed for each project delivered in Temple Quarter. The project specific EQIA's will identify the positive impacts.

### 4.2 Action Plan

Use this section to set out any actions you have identified to improve data, mitigate issues, or maximise opportunities etc. If an action is to meet the needs of a particular protected group please specify this.

Improvement / action required	Responsible Officer	Timescale
Complete an EQIA for each individual project delivered within Temple Quarter	JDT Programme Director	Ongoing
Equalities issues identified by consultation to be reviewed on regular basis	JDT Programme Director	Ongoing

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

How will you know if you have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective your approach is still appropriate.

It is too early in scheme development to define specific actions of each element of the emerging Temple Quarter Development Framework, but it is envisaged that application of the principles of diversity and inclusion outlined above will generate benefit for all groups with protected characteristics.

## Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities

impact of the proposal. Please seek feedback and review from the Equality and Inclusion Team before requesting sign off from your Director<sup>1</sup>.

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off:</b> <i>John Smith, Director – Economy of Place</i>
Date: 22/9/2022	Date: 22/9/22

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<sup>1</sup> Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.

## Eco Impact Checklist

**Title of report: Temple Quarter Grant Funding Agreements**

**Report author: Abigail Stratford – Head of Regeneration**

**Anticipated date of key decision: October 2022**

### Summary of proposals:

The Bristol Temple Quarter Regeneration Programme Outline Business Case ('OBC') dated February 2021 was submitted by West of England Combined Authority ('WECA') on behalf of Network Rail ('NR') and Bristol City Council ('BCC') to Homes England ('HE'). The OBC set out a series of infrastructure projects to be delivered mainly by the NR and BCC and a request for funding from central government. WECA has since secured £94.7m of funding.

The Cabinet report seek approval to

- Enter into a grant flow down agreement with the West of England Combined Authority ('WECA') and a Collaboration Agreement with WECA, Network Rail and Homes England which provides a framework for Bristol City Council to apply for and secure funding to deliver Infrastructure Items within Temple Quarter that will facilitate the delivery of new homes and commercial development.
- Note further Cabinet Approval will be sought to enter into subsequent agreements to drawdown and spend infrastructure funding to deliver projects and facilitate the housing and commercial outcomes.
- Highlight the intention to explore options for, and enter into, a joint venture vehicle with the Temple Quarter partners and to jointly appoint a delivery partner to facilitate delivery of the Temple Quarter Programme.
- Provide an update on the Temple Island Enabling Works project.

Further Cabinet Approval will be sought to enter into subsequent agreements to drawdown and spend infrastructure funding to deliver projects and facilitate the housing and commercial outcomes in Temple Quarter.

Temple Quarter presents a major regeneration opportunity of national significance, having the capacity to deliver 22000 new jobs, 10000 new homes and an economic uplift to the local economy of £1.6billion per annum when fully built out.

Temple Quarter will make a substantial contribution to inclusive and sustainable growth in the city, through consideration and management of:

- Economic factors – by working with developments coming forward to attract inward and local investment, create new employment opportunities at a range of levels and skills requirements, develop a skills academy on site and encourage local business growth
- Physical factors - by improving access to the area and jobs, ensuring proposals coming forward connect community to city and reduce severance, overcome physical and perceived barriers, and leveraging contributions to create these improvements.
- Social – by ensuring people are informed on city developments coming forward,



engaged on city issues linking to physical environment, upskilled in planning, design & development, and ensuring ownership, engagement and employment in temporary projects intended to bring jobs and activity to the area in advance of more permanent developments coming forward.

Future growth and regeneration of the area will also be grounded in considerations of environmental sustainability, with projects actively supporting the city's targets for achieving carbon neutrality by 2030. A sustainability assessment has been prepared in the drafting of the Temple Quarter development framework and, albeit it has specific relevance to the Temple Meads element of the document, the principles and analysis is pertinent to the overall area. The potential for negative impacts arising from construction works, use of materials and travel will be monitored and mitigated wherever possible.

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	Overall positive in that it should lead to a reduction in emissions	It is hoped that construction of new buildings, increased population, increased journeys and footfall will be balanced by high sustainability standards for buildings, employment & leisure opportunities provided locally, greater public transport capacity, new pedestrian & cycle access and measures to reduce dependency on the car.	Sustainability assessment identifies the following: <ul style="list-style-type: none"> <li>• Ensuring whole lifecycle carbon management is an integral part of decision making and design processes</li> <li>• Facilitating connection to the emerging Bristol district heat network</li> <li>• Setting embodied and operational energy related policies that are over and above current national standards</li> <li>• Encouraging sustainable lifestyle choices.</li> </ul> In addition, The Temple Quarter programme team will work closely with the Bristol City Council Sustainability in Major Projects project manager to ensure that development partners undertake carbon footprint assessments that quantify and compare the carbon impact of development and operational phases of each project.
Bristol's resilience to the effects of climate change?	Yes	Positive overall	Increasing population and developing in areas at risk of flooding will be counterbalanced by new flood defence measures, with efforts made to include these as part of new	Sustainability assessment identifies the following: <ul style="list-style-type: none"> <li>• Optimising massing and orientation to improve microclimate, protect against temperature extremes and enhance performance of</li> </ul>

			developments, that will enhance the city's overall flood defence infrastructure, as well as new green spaces, new access routes for pedestrians and cyclists and jobs and services available locally to meet local need.	<p>sustainable systems</p> <ul style="list-style-type: none"> <li>• Incorporating flood defences and resilient infrastructure zones within the design to protect the development from water in the event of flooding – advice to be sought from the climate change team regarding future climate risks</li> <li>• Adopting green infrastructure wherever possible throughout the developments, including SUDS to reduce the local risk of flooding</li> <li>• Taking a holistic approach to reviewing the effect on adjacent areas of flood defence schemes</li> <li>• Setting water conservation related policies that are over and above current national standards</li> <li>• Looking for opportunities to divert re-usable forms of waste water.</li> </ul>
Consumption of non-renewable resources?	Yes	Negative overall	The scope for this and potential to mitigate it needs to be explored further, and is likely to be on both a programme and individual project basis. Large amounts of construction do offer the potential for the scale of consumption and associated mitigation to be significant.	<p>The sustainability assessment notes Bristol's use of the UN Sustainable Development Goals. Goal no. 12 calls for responsible consumption and production. The assessment calls on negative impacts to be reduced as far as possible, and integrated approaches adopted to ensure maximisation of cross benefits across the 17 goals.</p> <p>This approach is likely to form an important part of sustainability strategy/ies for the Temple Quarter programme.</p>
Production, recycling or disposal of waste	Yes	Positive overall	The scope for this and potential to mitigate it needs to be explored further, and is likely to be on both a programme and individual project basis.	<p>Sustainability assessment identifies the following:</p> <ul style="list-style-type: none"> <li>• Adopting of circular economy principles throughout development lifecycle (including construction and operation), e.g. consideration of the suitability of waste take-back centres</li> <li>• Understanding and</li> </ul>

				<p>accommodating the current and future requirements of the local waste operating company in relation to improved re-use/recycling and reduction of waste to landfill</p> <ul style="list-style-type: none"> <li>• Providing designs that facilitate space for storage of segregated waste, to encourage appropriate re-use and recycling.</li> <li>• A site waste management plan will be put in place where construction activities take place</li> </ul>
The appearance of the city?	Yes	Positive	Impact is expected to be significantly positive – the Temple Quarter regeneration programme will drive the development of vacant sites, provide much needed improvements to circulation and accessibility within Temple Meads Station and enable easier wayfinding.	
Pollution to land, water, or air?	Yes	Positive in that it should lead to a reduction in pollution	The scope for this and potential to mitigate it needs to be explored further, and is likely to be on both a programme and individual project basis.	<p>The sustainability assessment notes Bristol's use of the UN Sustainable Development Goals. A number appear to be pertinent:</p> <ul style="list-style-type: none"> <li>• Goal no. 6 calls for clean water and sanitation</li> <li>• Goal no. 12 calls for responsible consumption and production</li> <li>• Goal no. 14 covers life below water</li> <li>• Goal no. 15 covers life on land.</li> </ul> <p>The assessment calls on negative impacts to be reduced as far as possible, and integrated approaches adopted to ensure maximisation of cross benefits across the 17 goals. Consequently negative potential impacts will be assessed at project level and appropriate mitigation</p>

				<p>measures put in place.</p> <p>This approach is likely to form an important part of sustainability strategy/ies for the Temple Quarter programme.</p>
Wildlife and habitats?	Yes	Potentially positive	The scope for this and potential to mitigate it needs to be explored further, and is likely to be on both a programme and individual project basis.	<p>The sustainability assessment identifies the following:</p> <ul style="list-style-type: none"> <li>• Setting a biodiversity net gain target</li> <li>• Seeking opportunities for small “pocket parks”, which would improve public realm, provide permeable surfacing for water attenuation, new trees, planning and benches</li> <li>• New planting should be selected to increase wildlife value such as diversity of fruiting season, invertebrate support, growth form and planting that offers shelter and nest building opportunity</li> <li>• Watercourses will need to be considered and protected</li> <li>• Seek a CEEQUAL assessment – an international rating and awards scheme for engineering and infrastructure projects.</li> <li>• The Temple Quarter programme team will work closely with the Bristol City Council ecological emergency project manager and seek to enable alignment with the city’s ecological emergency plan.</li> </ul>

**Consulted with:**

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

The significant impacts of this proposal are potentially very wide-ranging given the scale of the Temple Quarter regeneration programme, associated targets and geographical coverage. It is too early in the life of the programme to be specific about what these impacts may be, however given the scale of the re-development it is likely that the use of non-renewable resources will be significant throughout the programme lifecycle. There will also need to be careful scoping of the potential increased flood risk associated with specific areas of the development to ensure that mitigation actions are appropriate and deliver co-benefits. It is critical therefore that ecological and environmental impact is

considered fully as it evolves. This – and the need for resource to support it – will be factored into the work-programming and delivery of the programme as it moves forward.

The aim of the programme at all stages of its development and implementation – including extensive consultation and public engagement to be undertaken particularly over the next year but on an ongoing basis throughout its life – will be to have a positive ecological and environmental impact. It is expected that the programme will make a positive contribution to the delivery of Bristol’s goal to be a carbon neutral city by 2030.

**Checklist completed by:**

Name:	Abigail Stratford
Dept.:	Regeneration
Extension:	
Date:	26 September 2022
Verified by	Daniel Shelton Environmental Performance Project Manager



# Decision Pathway Report

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 04 October 2022

<b>TITLE</b>	<b>Bristol Avon Flood Strategy</b>		
<b>Ward(s)</b>	Hotwells and Harbourside, Central, Bedminster, Southville, Lawrence Hill, Brislington West, Brislington East, St George Troopers Hill, Avonmouth & Lawrence Weston		
<b>Author:</b> Shaun Hartley	<b>Job title:</b> Project Director		
<b>Cabinet lead:</b> Cllr Nicola Beech, Cabinet Member for Strategic Planning, Resilience and Floods	<b>Executive Director lead:</b> Stephen Peacock, Executive Director of Growth and Regeneration		
<b>Proposal origin:</b> <i>BCC Staff</i>			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> <i>Cabinet</i>			
<b>Purpose of Report:</b>			
<ol style="list-style-type: none"> <li>1. To seek Cabinet endorsement of various components of the Bristol Avon Flood Strategy, including the joint working arrangements with the Environment Agency, as it progresses through to its delivery stages.</li> <li>2. To note the indicative future allocation of capital funding for the project and authorise the Executive Director to pursue funding bids.</li> </ol>			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. The flood problem: Parts of Bristol city centre are at increasing flood risk from the River Avon from high river flows and tidal surges. Currently, a severe flood from the River Avon would result in the flooding of some 1,300 homes and businesses. By the end of the century climate change is predicted to increase the chance of such floods to as much as once a year, whilst the extent of a major flood would increase to around 4,500 existing properties. The social and economic impact would be lasting and widespread across the South-West.</li> <li>2. The development impact: Future projections of flood threat pose a significant constraint (or blight) to potential development. This brings a risk that Bristol will not be able to deliver fully on its housing ambition (including St Phillips Marsh and part of Western Harbour). This in turn would increase pressure on neighbouring authorities and greenbelt. Critically, with the flood threat, there is a risk that the updated Local Plan would not pass examination.</li> <li>3. Recent planning enquiry outcomes have permitted development in flood risk areas, provided such development addresses its own flood risk. This creates a significant risk, through piecemeal development, to the delivery of a coherent approach for flood defences. In so doing, such planning outcomes could erode the opportunity to provide the wider social and environmental benefits being promoted by the Bristol Avon Flood Strategy. It is therefore imperative that development which is inconsistent with the Strategy is resisted while the ongoing update of the Local Plan will seek to embed this requirement into policy. Until the Local Plan is updated, a Planning Position Statement is proposed to consolidate the Council’s position in respect of emerging development in the Strategy area (Appendix A3).</li> <li>4. The solution: We are working with the Environment Agency to deliver a long-term plan to better protect homes and businesses from flooding and enhance the riverside environment for all. Our ambition is for flood defences that work for Bristol year-round, not just when the river floods. By designing defences that improve public spaces, we will provide new green spaces, better access to the river, enhanced heritage features, and</li> </ol>			

improved transport connections including active travel routes. By using this strategic approach, we can protect Bristol and create a more healthy, sustainable and resilient city.

5. Following public consultation which demonstrated strong support for the proposals and technical approval by the Environment Agency, in March 2021 Cabinet endorsed the preferred approach of adaptive raised defences as set out in the Strategic Outline Case (SOC). The adaptive (phased) and integrated flood risk management strategy was forecast to total £249m. Phase 1 of the Strategy in the 2020s was forecast to cost £216m. The SOC identified potential for Flood Defence Grant in Aid (FDGiA) funding of £69m. The Economic Development Fund includes a £10m programme allocation which needs to be formally applied for. At SOC stage, Phase 1 had a £137m (~63%) funding gap. The project is developing a strategy for funding, alongside the approach to resolving the shortfall, to build confidence in delivery of the scheme. The emerging funding strategy is included in Appendix A4, which details both the high-level approach to the strategy and the range of potential sources of funding that will be explored. These include Community Infrastructure Levy (CIL), Council Reserves, WECA and other Central & Regional Government funding, as well as any private sector funding. The funding strategy will be further developed with the support of the EA. Engagement with WECA over funding opportunities is also ongoing. The flood defences will be designed to be adapted and extended during Phase 2, expected to be in the 2060s.
6. For the Council to construct and maintain the flood defences on the River Avon, the EA will need to delegate some of its statutory powers to the Council. This will need a legal agreement. A progressive series of agreements between the Council and the EA are being introduced to provide a pathway to the final legal agreement. These start with a Memorandum of Agreement, which consolidates the intent to work together. Building on this is the Initial Collaboration Agreement, to capture the funding and planning obligations to increase confidence in delivery. The final agreement, with versions expected to be needed for both Build Stage 1 and Build Stage 2, will delegate powers for delivery and management of the defences.
7. Progress: Since Strategic Outline Case adoption March 2021, the focus has been on developing the funding strategy and Outline Business Case.
  - Autumn 2021 engaged key stakeholders and convened workshop. Recommendations from that were embedded into the workstreams.
  - Outline Business Cases and plans to secure the additional funding required for the first phase of the strategy are currently being developed. Technical work includes improving flood modelling evidence to better define necessary works upstream and downstream, and reviewing budget allowances for works at Entrance Lock and Netham Lock.
  - Identification of potential future Council funding sources, as part-contribution to the overall capital cost, to demonstrate commitment to delivering the scheme.

**Cabinet Member / Officer Recommendations:**

That Cabinet

1. Approves the Initial Collaborative Agreement between Bristol City Council and the Environment Agency at Appendix A2, noting the Memorandum of Agreement between Bristol City Council and the Environment Agency (Appendix A1) setting out the partnership relationship between the two organisations for the purpose of delivering the project.
2. Notes the need for development to align with the Bristol Avon Flood Strategy, in advance of adoption of the updated Local Plan.
3. Notes the need to resist development that is incompatible with the emerging Strategy, including in respect of coherence and connectivity of the riverside corridor.
4. Approves the Planning Position Statement at Appendix A3 to reinforce and consolidate Bristol City Council's current position in respect of development in areas of flood risk.
5. Notes the emerging funding strategy principles as set out in Appendix A4.
6. Authorises the Executive Director, Growth and Regeneration, in consultation with the Deputy Mayor, City Economy, Finance and Performance, and the S151 Officer to prepare and submit a business case to apply to WECA for Economic Development Funds to the value of £10m, to support the delivery of the physical works,

as identified as Bristol City Council's programme allocation in the BAFS SOC.

7. Authorises the Executive Director, Growth and Regeneration, in consultation with the Deputy Mayor, City Economy, Finance and Performance, to approach WECA to prioritise support for the delivery of the physical works in future funding applications.
8. Approves an allocation of Community Infrastructure Levy towards delivery of the Bristol Avon Flood Strategy of £20.395m from FY 2025/6 to 2031/2 inclusive (being typically £3m/yr but £2.395m in 2026/7) into the budget setting process for 2023/24 for Full Council consideration in February 2023.
9. Notes Council's March 2022 budget allocation of £10m of Reserves towards delivery of the Bristol Avon Flood Strategy.

#### **Corporate Strategy alignment:**

The proposals align with the key themes of the corporate strategy, particularly by:

- Creating more resilient communities (Wellbeing). The proposals will enable communities currently at risk of flooding to be adequately protected from the risk of flooding over the next century, which will bring positive mental health benefits. The approach being advocated will also encourage improved physical health opportunities by providing walking and cycling routes along the river frontage.
- Taking steps to make Bristol a joined-up city (Well connected). Our vision shows how we intend to create measures that work for Bristol all year round and not just when flooding is expected. A key part of this is by integrating enhanced high-quality connectivity along the river.
- Pursuing economic growth (Fair and Inclusive). The proposals are estimated to bring over £7bn of benefits to the region and £1bn of benefit to the UK.
- In November 2018 the city councillors and the Mayor declared a Climate Emergency. In February 2020, the Mayor and One City partners declared an ecological emergency in response to the decline in wildlife in Bristol.
- One City Plan has an ambition for a city fully resilient and able to respond to rising water levels and localised flood risks. A priority is nature-based solutions delivering multiple benefits, e.g. improving habitats and reduce flooding and pollution across the West of England.

#### **Regional Benefits:**

Implementation of the Flood Risk Strategy will significantly enhance Bristol's resilience to the threat of flooding for many decades. It will also enable a greener city by promoting more active travel routes, while unlocking Bristol's potential for delivering more homes and businesses on brownfield sites currently subject to flood risk. The proposals will provide mental and physical public health benefits by enabling better walking and cycling links while reducing flood risk. The Strategy will help to address the climate and ecological emergencies by reducing the risk of flooding and incorporating biodiversity improvements. The proposal will enable social value to be captured by enabling the delivery of new places to live, work and visit, focusing on connectivity and inclusive growth.

#### **Consultation Details:**

A limited, informal consultation is underway on the Planning Position Statement. While not formally required as no new policy is being introduced, the Project Team considered it beneficial to seek limited feedback from some key stakeholders to ensure the successful impact of the Statement. This pre-alignment with interested parties is considered beneficial as it will strongly encourage a collaborative approach to the creation of plans for development that align with the aspirations of the Strategy.

Further public consultation is not required for the Outline Business Case stage of work, although interested parties are kept informed via the Community Engagement Team, with dedicated briefings by the Project leadership to key stakeholders in the region. Targeted public engagement to explore opportunities and inform emerging budget proposals at Entrance Lock and Netham Lock in Autumn 2022. Periodic project newsletters are available at the following web location:

[www.bristol.gov.uk/council-and-mayor/policies-plans-and-strategies/energy-and-environment/flood-risk-strategy](http://www.bristol.gov.uk/council-and-mayor/policies-plans-and-strategies/energy-and-environment/flood-risk-strategy)

*Historically*, the project has previously been consulted on during the Strategic Outline Case stage, notably the Strategic Outline Case itself and the supporting Strategic Environmental, from 26th October – 20th December 2020.



In addition to the public consultation, the project has also gone through a technical assurance process with the Environment Agency's Large Project Review Group and the SOC has been granted approval for progression to OBC. Details of this consultation and technical assurance were included in the previous Cabinet report for March 2021. They are not repeated in this report.

**Background Documents:**

The following documents are included in the Appendices:

- The emerging Funding Strategy (an evolving piece of work at the time of submission of this Paper, though with its principles established)
- Memorandum of Agreement between the Council and the Environment Agency
- Initial Collaborative Agreement between the Council and the Environment Agency
- Planning Position Statement

All historical technical reporting can be found at <https://www.ask.bristol.gov.uk/bristol-avon-flood-strategy-consultation>.

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

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

**Finance Advice:**

1. This report seeks Cabinet endorsement of various components of the Bristol Avon Flood Strategy and request delegated authority to progress various funding bids and proposals.
2. The current estimated cost of the Phase 1 of the flood risk management strategy totals £216m, as set out in the Statement of Case approved by Cabinet in March 2021. Work is actively being undertaken on the OBC which will provide an update on this figure and greater cost certainty. This is expected in Autumn 2023.
3. The following funding sources have been identified (pending formal applications) for the works:
  - a. EA FDGiA £69m (profile of this funding is critical to accelerating strategy).
  - b. BCC EDF £10m.
  - c. BCC earmarked reserves £10m.
4. This leaves a further £127m of funding to secure. This report seeks to unlock further funding sources, namely:
  - a. BCC Community Infrastructure Levy (CIL) through its inclusion in the BCC budget process for 2023/24, noting any decisions to allocate will be taken by council in Feb 2022 at £20.395m.
  - b. Explore £25m of funding through WECA
5. It is recognised that further funding will be required to fully fund the scheme. To this end work is being undertaken to update the funding strategy approved by Cabinet in Mar 21. The updated funding strategy is anticipated to set out the opportunities and a roadmap to secure additional funding.
6. It is worth noting that BCC has already committed significant funding toward the Cumberland Road Stabilisation and related works supporting the delivery of future flood defences.
7. It is recognised that the investment required to fund the strategy will be over the long term and the project will need to be split into phases, each of which will need to be fully funded before works commence. The acceleration of the necessary construction work will be largely dependent on funders ability to prioritise their contributions.
8. From a financial perspective all parties involved in the project will need to follow their due diligence and governance processes for business cases and funding bids to be successful.

**Finance Business Partner:** Kayode Olagundoye, Interim Finance Business Partner, Growth & Regeneration, 8<sup>th</sup> September 2022

**2. Legal Advice:**

The development of a Bristol Avon Flood Strategy is in compliance with the Councils functions and responsibilities as a local authority under the Water Resources Act 1991, as well as a Coast Protection Authority under the Coast Protection Act 1949 and as Harbour Authority, and as a risk management authority under the Flood and Water management Act 2010.

The Memorandum of Agreement is a high-level agreement between the EA and the Council on setting out the common objective and principles underpinning the cooperation between the EA and the Council in the development of a Bristol Avon Flood strategy. It sets out the approach to developing the Strategy, together with a funding strategy to support the scheme. It provides a framework for project governance and identifies the party's respective roles. It anticipates more formal arrangements between the parties once progress has been made on funding and planning policy issues, OBC etc.

The Collaboration Agreement addresses in more detail the period between OBC and FBC, identifying each party's financial and related contributions; identify further their roles and responsibilities and programme and governance arrangements for taking the project forward. It also begins to address the issues around funding of the Strategy, and the need for the Council to develop planning policy to support its implementation.

The intention going forward is for the parties to extend the Collaboration Agreement and/or conclude further agreement(s) which may involve the Council assuming directly some of the functions of the EA in order to commence the delivery of elements of the strategy on the ground.

**Legal Team Leader:** Eric Andrews; Legal Services; 19 August 2022

**3. Implications on IT:** There are no direct IT implications arising from this report. However, during the future development of an Outline Business Case, IT and Data & Insight colleagues should be engaged to assess needs and help identify potential project costs. These would include provision of IT equipment / access to any additional staff; considering any data sharing or systems integrations required between partners; any GIS/mapping needs and more. Assuming future works will not be funded from the General Fund, it is highly likely charges will apply for most IT/digital services and this will need to be factored in to costing and in to future IT delivery planning.

**IT Team Leader:** Tim Borrett, Director: Policy, Strategy and Digital, 11 August 2022

**4. HR Advice:** I have reviewed the proposals outlined in the attached and can confirm that there are no HR implications evident.

**HR Partner:** Chris Hather, HR Consultancy Manager - Growth and Regeneration, 10 August 2022

<b>EDM Sign-off</b>	Stephen Peacock, Executive Director Growth and Regeneration	10 August 2022
<b>Cabinet Member sign-off</b>	Cllr Beech, Cabinet Member for Strategic Planning, Resilience and Floods	22 August 2022
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	5 September 2022

<b>Appendix A – Further essential background / detail on the proposal</b>	<b>YES</b>
<ul style="list-style-type: none"> <li>• A1 Memorandum of Agreement between the Council and Environment Agency</li> <li>• A2 Initial Collaborative Agreement between the Council and Environment Agency</li> <li>• A3 Planning Position Statement</li> <li>• A4 Emerging Funding Strategy principles</li> </ul>	
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>

<b>Appendix D – Risk assessment</b>	<b>YES</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>YES</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>

Dated: 16<sup>th</sup> September 2022

# Bristol Avon Flood Strategy

## Memorandum of Agreement

### Between:

(1) **Bristol City Council** of City Hall, College Green, Bristol (“BCC”); **and**

(2) **The Environment Agency** of Horizon House, Deanery Road, Bristol (“the EA”)  
together referred to as “the Parties”

### Whereas:

- A. The EA has statutory flood risk management functions in respect of the sea and main rivers under section 165(1) Water Resources Act 1991 (WRA 1991) and is a risk management authority for the purpose of the Flood and Water Management Act 2010 (FWMA 2010).
- B. BCC is the unitary authority for the city of Bristol and is a local authority within the meaning of Section 165(5) WRA 1991, as well as a Coast Protection Authority under the Coast Protection Act 1949, the Harbour Authority for the floating harbour and a risk management authority within the meaning of the FWMA 2010.
- C. The Parties wish to continue to co-operate in a BCC project to develop and deliver the Bristol Avon Flood Strategy (“the Strategy”) to support the National Flood and Coastal Erosion Risk Management Strategy for England’s vision of a nation ready for and resilient to, flooding and coastal change and benefit citizens in the city of Bristol together with some parts of neighbouring areas of South Gloucestershire, Bath & North East Somerset and North Somerset.
- D. This Memorandum of Agreement aims to:
  - (a) set out the agreed basis upon which the Strategy will continue to be developed and implemented
  - (b) identify and agree the key strategic goals for the Strategy
  - (c) clarify roles and responsibilities in delivering the Strategy
  - (d) clarify the steps required to achieve delivery of the Strategy

- (e) set out the agreed governance arrangements for the continued development and implementation of the Strategy

## **1. Common Objectives**

1.1 BCC and the EA have agreed to co-operate and work together to develop the following common objectives:

- (a) to support work to develop the Strategy
- (b) to support work to deliver the Strategy
- (c) to develop and agree:
  - (i) a robust funding strategy
  - (ii) suitable planning instrument(s)
  - (iii) a phasing delivery plan
  - (iv) detailed legal agreement(s)
  - (v) delegation agreement(s) under the FWMA 2010

1.2 The Parties acknowledge that there will be various activities and workstreams identified in the common objectives that although separate are interdependent and are likely to be delivered on their own timescales dependent on funding, planning permission and other factors.

## **2. Principles**

2.1 The Parties agree to adopt the following principles when working towards the common objectives:

- (d) to share information, experience and skills
- (e) to work collaboratively to identify solutions, eliminate duplication of effort, mitigate risk and minimise cost
- (f) to communicate openly about concerns, issues or opportunities relating to the Strategy
- (g) to make available resources in accordance with agreed programme and be accountable for the performance of the roles and responsibilities set out in this Memorandum of Agreement
- (h) to adopt a positive, solution-focused outlook cognisant of the project stage and governance
- (i) to act in a timely manner, so as to avoid undue delay

2.2 The Parties acknowledge that developing the Strategy will require workstreams and activities to be undertaken by BCC, the EA and other stakeholders (such as WECA).

### **3. Progress to date**

3.1 The Strategy aims to set out a long-term plan for managing at a strategic level flood risk from the River Avon to Bristol and its neighbouring communities. The Strategy focuses on the city of Bristol (Shirehampton, Sea Mills, Cumberland Basin, Ashton, Cumberland Road, Commercial Road, Clarence Road, St Philip's, Bath Road, Netham, Feeder Road, St Anne's and Crews Hole) but also covers some areas within neighbouring authorities of South Gloucestershire (Hanham and Swineford), Bath & North East Somerset (Keynsham) and North Somerset (Pill).

3.2 The Strategy currently exists as a Strategic Outline Business Case (SOC). There has been public consultation on the SOC and a supporting Strategic Environmental Assessment (SEA) was completed in Autumn 2020.

3.3 On 9<sup>th</sup> March 2021 the Strategy was endorsed by BCC's Cabinet and several Key Decisions were taken, in particular:

- to approve the preferred approach of adaptive raised defences to manage the risk of flooding from the river Avon, as set out in the SOC.
- to approve the development of a funding strategy to address the capital funding required to deliver phase one of the Strategy.
- to approve the development of Outline Business Cases to further refine proposals and progress the case for investment.

3.4 In March 2022, BCC reiterated its commitment to the Strategy and supported this by appointing a Cabinet Member for Strategic Planning, Resilience and Flood Strategy.

#### **4. Developing the Strategy**

- 4.1 The Parties' aim is to deliver the Strategy as a long-term adaptive approach to better protect people and property from the increasing risk of flooding from the River Avon at the earliest opportunity and enhance the river corridor for all. The Strategy anticipates creating new flood defences and/or raising the level of existing flood defences in phases along sections of the River Avon.
- 4.2 The Strategy will respond to the flood risk management requirements of the National Planning Policy Framework by seeking to deliver a 1 in 200 year (0.5% Annual Exceedance Probability) standard of protection, whilst ensuring no adverse impact elsewhere. It envisages two main tranches of delivery – Phase 1 in the 2020s to improved defences along the Avon from Swineford upstream, through Bristol city centre and as far downstream as Shirehampton and Pill, and then Phase 2 at a later date (2060s) to raise the height of those defences as required.
- 4.3 Development of the Strategy is currently at an early stage. The Strategic Outline Business Case (SOC) was approved by the EA's Large Projects Review Group and published for public consultation in 2020. A supporting Strategic Environmental Assessment (SEA) was completed in Autumn 2020. It is envisaged that the Strategy will be delivered through at least two build stages, each with its own Outline Business Case (OBC) to secure Flood Defence Grant in Aid (FDGiA). The first OBC is expected to be completed in 2023. Each OBC will be followed by detailed design, surveys, investigations, public engagement / consultation within the Full Business Case (FBC) stage. Approval of the FBCs by BCC and EA will be required before the start of construction.
- 4.4 BCC is leading the development and delivery of the Strategy in recognition of the potential impact and opportunity for the city. With the EA's support, BCC is best placed to deliver the full range of benefits for the city, manage the complex interfaces and access the range of funding required. Furthermore, the Strategy will interface with BCC's harbour, highway, planning, lead local flooding, coastal protection, civil protection and major landowner roles. BCC's ambition is for infrastructure that works for Bristol year-round, not just when the river floods. By designing defences that improve public spaces, the Strategy will provide new green spaces, better access to the river, enhanced heritage features, and improved transport connections. Thus the Strategy will better protect Bristol and create a more active, sustainable and resilient city.
- 4.5 BCC and the EA have both made a commitment to continue working collaboratively to develop and deliver the Strategy.

- 4.6 The EA has given an in-principle commitment to delegating to BCC statutory powers for flood risk management works to facilitate the construction works and to maintain the flood defences.
- 4.7 The EA is also committed to work with BCC to secure the necessary funding for the Strategy, including applications for FDGiA funding, local levy funding and other funding applications.
- 4.8 BCC anticipates that the design for the defences and associated infrastructure will evolve and refine through the OBC and FBC stages. This is likely to include refinement of designs and alignments to integrate regeneration and place-making opportunities as well as address feedback from engagement and consultation. Environmental assessment will ascertain the scale of potential impacts to habitats and areas of loss, and to inform any requirements for compensatory habitat, biodiversity net gain and consenting.

## **5. Delivery of the Strategy**

- 5.1 The Strategy will provide a robust framework for identifying and delivering the necessary strategic solution(s) required to manage current day and predicted future climate change flood risk impacts to the city centre from the River Avon
- 5.2 The Parties acknowledge the importance of progressing work on the Strategy as quickly as practicable, in order to build confidence that there is a reasonable prospect of delivery of the Strategy and in due course achieve full delivery of the Strategy.
- 5.3 It is anticipated that as confidence in delivery of the Strategy increases it will make it possible for appropriate development to come forward, with the EA's support, in areas of flood risk which will benefit from the Strategy, in line with the NPPF and the relevant Strategy documents and planning instruments.
- 5.4 The Parties have agreed to use five defined workstreams to build confidence in the Strategy and measure progress towards delivery of the Strategy

### **(i) Strategic Outline Business Case (SOC)**

BCC has produced a SOC which sets out a clear route map to deliver safe management of flooding across the City without increasing flood risk elsewhere. This SOC was approved by the EA's Large Project Review Group assurance team on 14 January 2021. This workstream is considered to be complete.



## **(ii) Funding Strategy**

BCC will continue to lead on developing a funding strategy. This funding strategy will contain details of a range of potential funding and financing mechanisms needed for delivery of the Strategy.

The parties acknowledge the value of clear statements of intent to commit funding and/or identify financing.

The existence of an agreed and actively monitored funding strategy, which sets out how funding streams and arrangements can be identified and accessed, will improve confidence that partnership funding/finance is being secured in a timely manner. By clearly identifying funding commitments and potential funding amounts and sources of monetary and in-kind contributions, the funding strategy will help build confidence in the delivery of the Strategy.

The parties recognise that in order to have full confidence in the funding strategy it will be necessary to have identified and secured the majority of the required funding and also for there to be a good prospect that the remainder of the required funding can be found and secured.

BCC will monitor the funding strategy document with a supplementary Funding and Investment Viability Assessment (FIVA), where the progress on each funding source is reviewed and re-evaluated by the parties. FIVAs will be a monitoring tool to assist the process of progress tracking, but not a formally issued document due to the sensitive information contained. They will normally take place annually, or when a significant funding element is secured (whichever is the sooner). The aim will be to provide a concise technical note/dashboard (the precise format is to be agreed between the parties) showing:

- the status, timing and amount of each funding/finance source
- how likely it is that each will deliver the required amount
- if there are any constraints, dependencies or timescales attached, and
- which organisation is delivering the funding stream.

Although not limited to such, the FIVA will specifically indicate and explain how each of the funding streams is progressing and will be used to support the delivery of the Strategy.

The FIVA should also identify if there are any new sources of funding or finance that have become available since the last update, or could likely become available in the future, and how these might be approached to help close any remaining funding shortfall.

The EA will administer any eligible FDGiA and/or Local Levy allocations for the Strategy and highlight any other known funding opportunities that may arise. BCC will proactively pursue suitable other partnership funding and financing opportunities, with support where appropriate.

### **(iii) Suitable planning instrument(s)**

The Parties recognise that the Strategy needs to be supported by and recognised in the policies of the Local Plan. This will be important both to provide a steer for development and to safeguard land needed for strategic flood defences. Appropriate planning instrument(s) will influence future development to incorporate strategic flood defences, where appropriate.

As confidence in the delivery of the Strategy increases, the Strategy is expected to gain increasing weight as a material planning consideration in planning decisions.

The Parties agree:

- that there is a pressing need for planning policy support for delivery of the Strategy as the strategic response to flood risk
- the strategic objectives set out in the Strategy should be embedded into the policies of the Local Plan as soon as practicable
- there needs to be clear planning policy support for resisting development incompatible with the Strategy;
- the Community Infrastructure Levy provides the primary mechanism for securing appropriate developer contributions to the Strategy.

With a view to building confidence in delivery of the Strategy, BCC commits to take the following interim measures:

- develop a Bristol Avon Flood Strategy Planning Position Statement, working collaboratively with the EA. This will be supported by BCC's updated Strategic Flood Risk Assessment that will set out the existing situation and also outline the implications/benefits of the Strategy using available information, developed in consultation with the EA.
- embed the strategic objectives set out in the Strategy in emerging Growth and Regeneration masterplans, and ensure their alignment with the delivery of the Strategy in consultation with the EA.
- support an approach to resist development incompatible with the Strategy through BCC's wider controls and democratic decision-making.

### **(iv) Phasing Delivery Plan**

The Phasing Delivery Plan will set out the proposed tranches of construction work, the costs and funding requirement for each tranche, together with an outline

programme for detailed design, OBC and FBC approval and all other matters relevant to implementation.

Its purpose is to ensure each phase contributes to the overall delivery of the Strategy and can be used as a reference point through delivery. It will ensure that funding is distributed in a way that allows delivery of the whole Strategy, that delivery constraints are managed and that the timescales and delivery goals align with the Local Plan, development master plans and other projects. It will be a live plan that evolves as circumstances change and the Strategy matures.

The Phasing Delivery Plan should include the following information as available for each build stage:

- Estimated construction costs;
- How FDGiA and other funding sources will be allocated to each build stage;
- Whether there are any particular funding constraints or mechanisms for obtaining funding for each stage;
- Information on land ownership and other constraints and interfaces that could impact on delivery;
- How each build stage will be delivered;
- Any interdependencies between stages; and
- The estimated timescales for delivery of each build stage, and how they relate to the timescales for the local plan and development master plans.

#### **(v) Detailed Legal Agreement**

It is recognised that this Memorandum of Agreement does not address in detail all of the uncertainties and risks associated with the delivery of the Strategy. It is considered that these risks and uncertainties may not be capable of being fully particularised until questions associated with the Funding Strategy, Planning Instrument(s) and Phasing Delivery Plan have been fully resolved, and work on the Outline Business Case(s) progressed.

The parties agree to develop and enter into an initial collaborative agreement to progress the Strategy on a broad collaborative basis, with the aim of providing OBC(s) for FDGiA and LPRG assurance. This step is acknowledged by the parties as being essential to review the amount of FDGiA eligibility for the Strategy beyond the initial figures set out in the SOC.

It is anticipated that the initial collaborative agreement will cover the period to January 2024, which is anticipated to be the start of the detailed design process. The parties further anticipate that the initial collaborative agreement may be extended / renewed thereafter on such terms as may appear appropriate at that time. This may include specific project collaboration agreements for delivery of all or part of each

build stage, and/or include collaboration on FBCs as required for FDGiA and LPRG assurance

## 6. Project Governance

- 6.1 Delivery of the Strategy will be managed by BCC, with the EA providing advice and opinion as appropriate. The governance structure for the project and details of roles and responsibilities are outlined below.

## 7. Governance Roles

- 7.1 Decisions will be made through the three-tiered central governance of Project Board, Steering Group and Strategic Meetings.
- 7.2 **Strategic Meetings** will be arranged as necessary between the Mayor or delegated cabinet member and the Environment Agency's Area Director. The purpose is to provide strategic oversight by exception.
- 7.3 The **Steering Group** is the senior decision-making forum to guide and steer the development and implementation of the Strategy and is comprised of the BCC's Executive Director for Growth and Regeneration, the Environment Agency's Area Flood Risk Manager and WECA's Director of Infrastructure, together with such other persons as may be appointed by agreement from time to time.
- 7.4 The Steering Group will meet quarterly in order to:
- Ensure Strategy priorities are identified and met
  - Oversee the strategic relationships with the West of England Combined Authority and neighbouring affected Local Authorities
  - Ensure coordination and integration with other relevant schemes and projects
  - Advise on management of programme risks
  - Approve variations to budget, project and communication plans as required
- 7.5 BCC's Economy of Place Director will act as **Sponsor** and is accountable to the Steering Group for ensuring the realisation of the Strategy and its benefits over time. The Sponsor will provide day to day contact for WECA and political leadership and manage the production of exception reports on key changes to project budget or plans. The Sponsor will engage with all relevant multi-partner BCC projects to ensure active management of interfaces. The Sponsor is also **Senior Responsible Officer** for the Strategy and will ensure that the Strategy achieves identified outcomes and will delegate responsibilities for day-to-day delivery to the Project Executive and Project Manager.

- 7.6 A multi-agency **Project Board** will direct, steer and oversee direction of the Strategy's development and implementation, meeting every two months. Membership will include the Sponsor, the Senior Responsible Officer (Chair), Senior Supplier(s) and Senior Users from the Environment Agency, BCC (flood risk, planning and development, city docks, estates, harbour and regeneration) and WECA.
- 7.7 The Project Board will authorise the project plan to be delivered by the Project Manager and will authorise strategic decisions or seek authority for key strategic decisions from the Steering Group.
- 7.8 Appendix 1 contains details of the key contacts on governance matters.

## 8. **Responsibility for Delivery**

- 8.1 BCC will be responsible for development and delivery of the Strategy and its workstreams. The Senior Responsible Officer will be supported day to day by the **Project Executive** who will provide day-to-day leadership and is accountable for the overall delivery of the Strategy.
- 8.2 The project team will be led by a **Project Manager** who will be responsible for planning, organizing, managing, controlling and communicating all phases of the Strategy. The Project Manager's primary responsibility is to ensure that the project produces the required outcomes to the required standard of quality and within the specified constraints of time and cost.
- 8.3 The **Environment Agency Project Representative** from the Wessex Area team will represent the interests and requirements of the Environment Agency and provide general advice for delivery of the Strategy. This time will not be charged directly to the Strategy. Advice from the Environment Agency cost and carbon lead, NEAS, modelling, legal or other specific advice will be charged to the Strategy.
- 8.4 A **Stakeholder Working Group** will be convened as appropriate to engage with other statutory bodies with an interest in the Strategy (in particular Historic England, Natural England, Wessex Water, neighboring risk management authorities and BCC and Environment Agency in their role as regulators).

## 9. **Reporting**

- 9.1 **Highlight Reports** will be produced by the Project Manager for each meeting of the Project Board and a summary for each Steering Group meeting. These will include progress against plan, budget and risk management.

- 9.2 The Project Manager will also prepare **Exception Reports** for any project issue that risks materially impacting on programme or budget, with a recommendation for Board Approval.
- 9.3 The **Project Delivery Risk Register** will be maintained, with significant risks reviewed at each meeting of the Project Board and risk owners identified to best manage the risk.

## 10. Approval Requirements

- 10.1 BCC will be the lead Risk Management Authority. A Cabinet 'Key Decision' will approve significant funding commitments (*where "significant" means (a) greater than £0.5 Million or (b) is considered to have significant effect on communities or two or more wards of the city*). Key Decisions will include the approval of OBC(s) prior to commencing the FBC(s). A further Key Decision will be sought of FBC(s) prior to construction commencing.
- 10.2 The Environment Agency will advise on the content of the OBCs for FDGiA in their role as Risk Management Authority with operational responsibility for managing the risk of flooding from main rivers, estuaries and the sea, and their statutory overview of all sources of flooding. The Environment Agency's **Large Project Review Group** will assure the OBCs to ensure FDGiA is spent in accordance with Defra and Treasury guidance and gives value for money.
- 10.3 All plans will be approved by the Project Sponsor following endorsement by the Environment Agency's Flood Risk Manager. All messaging and materials will be approved by the Project Board.

## 11. Assurance

- 11.1 Project Board **Senior Users** will support assurance at the Project Team's request.
- 11.2 A **peer review group** will be established to support Quality Assurance, convened at the discretion of the Project Board. The purpose of the group will be to provide internal 'challenge' to support the Project Board.
- 11.3 At project gateways, the Strategy will be subject to assurance from the LPRG for the outline business case(s) and the full business case(s). This will complement the **BCC scrutiny process** including the Growth and Regeneration Scrutiny Commission and the current inquiry into climate adaption.
- 11.4 Any package of works exceeding £100 million is likely to have to satisfy Defra and HM Treasury assurance requirements.

11.5 Appendix 2 contains further details of the relevant assurance mechanisms.

## **12. Confidentiality**

12.1 BCC and the Agency undertake that they will not at any time use, divulge or communicate to any person, except to their professional representatives or advisers or as may be required by law or any legal or regulatory authority, any **Confidential Information** concerning the business or affairs of the other Party which may have come to their knowledge as a result of entering into this Memorandum of Agreement and each of the Parties shall use its reasonable endeavours to prevent the publication or disclosure of any Confidential Information concerning such matters.

12.2 For the purposes of this Memorandum of Agreement, "*Confidential Information*" shall mean all information, of whatever nature and however recorded or preserved, disclosed by one Party to another, which (a) is marked as confidential at the time of disclosure; (b) is stated by a Party to be confidential at the time of disclosure; (c) would be regarded as confidential by a reasonable person with knowledge of all the facts; except to the extent that any part of that information is already in the public domain at the time of disclosure or subsequently enters the public domain otherwise than by a breach of any obligation of confidentiality.

## **13. Environment & Sustainability**

13.1 The Parties shall ensure that the relevant environmental, social and economic factors are properly taken into account in all work under this Memorandum of Agreement and in any relevant contracts entered into with third parties, with a view to the importance of delivering sustainable development and environmental net gain.

## **14. Liability**

14.1 Neither Party seeks to exclude or limit its liability for death or personal injury caused by its negligence, or fraudulent misrepresentation made by it or on its behalf, or such other matters where exclusion of liability is regulated by operation of law

14.2 BCC shall be solely responsible for any actions or decisions made by BCC, its staff, consultants and contractors in work under this Memorandum of Agreement.

14.3 The EA shall be solely responsible for any advice given by or on behalf of the EA by its staff, consultants and contractors in work under this Memorandum of Agreement.

## **15. Dispute Resolution**

15.1 The Parties shall attempt to resolve all disputes and differences between themselves and if they are unable to do so, such matters shall first be referred to the Project Board.

15.2 If the Project Board is unable to resolve the dispute or difference to the satisfaction of the Parties within two weeks, the matter shall be escalated to the Steering Group.

15.3 If the Steering Group is unable to resolve the matter, it shall be referred to the Strategic Meeting.

15.4 If the matter cannot be resolved by the Strategic Meeting it shall remain unresolved.

## **16. Variation**

16.1 No change or variation to this Memorandum of Agreement will be effective unless it is agreed in writing by the Parties.

## **17. Term and Termination**

17.1 This Memorandum of Agreement shall commence on the date at the head of this document and shall continue until terminated by a Party.

17.2 This Memorandum of Agreement may be terminated at any time, without cause, by giving 30 days written notice to the other Party.

## **18. Legal Status**

18.1 This Memorandum of Agreement is not intended to be legally binding, and it shall not give rise to any legally enforceable obligations or legal rights between the Parties.

18.2 The Parties enter into the Memorandum of Agreement in good faith and intending to honour their obligations under it.

18.3 Nothing in this Memorandum of Agreement is intended to, or shall be deemed to, establish any partnership or joint venture between the Parties, constitute either Party as the agent of the other Party, or authorise either Party to make or enter into any commitments for or on behalf of the other Party.

18.3 Each Party acknowledges that the other Party has their own internal governance requirements that may be required before any formal view or decision can be taken on a matter by that Party.



THIS AGREEMENT WAS SIGNED the day of and year first above written:

**SIGNED** for and on behalf of **Bristol City Council**  
by:



.....  
Authorised Signatory – Signature

Name: **JOHN SMITH**

Position: DIRECTOR: ECONOMY OF PLACE

**SIGNED** for and on behalf of the **Environment Agency** by:



.....  
Authorised Signatory – Signature

Name: Ron Curtis

Position: Area Flood & Coastal Risk Manager

## Appendix 1

### Governance Contacts

Body	Role	Name	Contact
Cabinet Member	Mayor's delegate/Cabinet representative	Councillor Nicola Beech	
Steering Group	BCC Executive Director Growth and Regeneration	Stephen Peacock	
	EA Area Flood Manager	Ron Curtis	
	WECA Head of Environment	Roger Hoare	
Project Board	Project Sponsor and Senior Responsible Officer	John Smith, Service Director for Economy of Place	
	Project Director	Shaun Hartley	
	Senior User EA (coastal)	John Buttivant, Coastal Engineer	
	Senior User EA (inland flood risk, Bristol)	Deborah Steadman	
	Senior User – WECA	Julian Marcos, Project Manager	
	Senior User – Planning	Nick Bryant, Strategic City Planning Manager	
	Senior User – Regeneration	Abigail Stratford, Head of Regeneration Colin Molton, Bristol Temple Quarter interim Director	
	Senior User – City Design	Jon Severs, City Design Manager	
	Senior User – Docks	Jonathan James, Head of Service for Natural and Marine Environment	
	Senior User - Finance	Ravi Lakhani, Head of Finance	
	Senior Supplier	Ben Murray	
Project Team	Project Manager	Matt Sugden (supported by Robin Campbell)	
	Project representative EA (flood risk)	Deborah Steadman	
	Other EA specialists as required		eg. funding, planning, environmental
	Project Assurance - Sustainability	Ben Smallwood	
	Project Assurance - City Design	Nat Roberton	
	Supplier Manager	Philip Smith	



## Appendix 2

### Assurance Mechanisms

Body	Assurance and approval responsibilities
EA Large Project Review Group [LPRG] with Defra	Assurance: To review business case submissions for compliance with EA guidance and Defra Policy. Recommend approval or otherwise to the Environment Agency Officer who has the delegation to approve the business case.
EA Director of Operations	Approval: To provide strategic guidance; to act individually or jointly as required by the financial scheme of delegation in approving or otherwise the OBC and FBC.
EA Executive Director of Operations	
EA Chief Executive	
EA Board	Approval: Agreement that the project can be submitted to Defra, in accordance with the FSoD, for their consideration and agreement.
Defra Director General Chief Operating Officer	Assurance: To provide strategic guidance; to be advised of business cases and major projects. Provide input and support on Defra committee decisions.
Defra Network Executive Committee	Approval: Has high level oversight and scrutiny of operational cross-network matters within Defra. The NEC is supported, and informed, by four panels (The Risk Panel, The Finance Panel, The Operations Panel, and The People Panel).
Defra Risk Panel	Assurance: Focussed on strategic risk, risk appetite and risk processes
Infrastructure and Projects Authority	Validates (in partnership with HM Treasury) IAAPs for highest risk major projects in the GMPP Oversight of IAAPs and monitor execution of IAAPs across the GMPP including escalation of non-compliance or slippage. Implements consequential assurance, applied support and/or intervention (as appropriate) when planned assurance identifies that a major project is in significant difficulty Monitors indications of significant new initiatives which are likely to be delivered through a major project – identifies requirement for Project Validation Review
HM Treasury	Approval: HMT approval is required for projects outside departments' delegated authority, including the Bristol Avon Flood Strategy.

<b>Body</b>	<b>Assurance and approval responsibilities</b>
Senior Responsible Owner (SRO) / Project Sponsor	<p>Agrees IAAP;</p> <p>Sponsors assurance reviews;</p> <p>Communicates and actions assurance findings and recommendations</p> <p>Owns programme/project response and implementation of recommendations in assurance reports</p>
RMA internal stakeholders – specifically the client	<p>To act as client for the Plan and the delivery of works;</p> <p>To act as the principal point of contact for dialogue with Local Authorities;</p> <p>To influence assurance activities and receive the reports;</p> <p>To act on the recommendations of assurances.</p> <p>Approves IAAP</p>
Project Team	<p>Develops IAAP;</p> <p>Completes Risk Potential Assessment (RPA) and sends to SRO for approval;</p> <p>Liaises with potential assurance providers to schedule and resource assurance reviews;</p> <p>Reviews IAAP and updates as necessary;</p> <p>Monitor execution of IAAP.</p> <p>Provides technical input to all elements of the project</p>
EA stakeholders – NEAS, PSO & FCRM teams	<p>To act as the principal point of contact for dialogue with EA;</p> <p>To influence assurance activities and receive the reports;</p> <p>To act on the recommendations of assurances.</p>

**DATED:**

(1) Environment Agency

and

(2) Bristol City Council

Initial Collaborative Agreement relating to Bristol Avon Flood  
Strategy Development - Outline Business Case to Full  
Business Case

Project Ref No

Commencement Date:

Project Period:

**THIS AGREEMENT** is made on the .....

**BETWEEN:**

(1) **THE ENVIRONMENT AGENCY**, whose principal office is at Horizon House, Deanery Road, Bristol BS1 5AH (“the Agency”) **AND**

(2) **BRISTOL CITY COUNCIL** of City Hall, College Green, Bristol (“the Council”)

together referred to as “the Parties”

**WHEREAS:**

- A. The Agency has statutory flood risk management functions in respect of main rivers under section 165(1) Water Resources Act 1991 (WRA 1991) and is a risk management authority for the purpose of the Flood and Water Management Act 2010 (FWMA 2010).
- B. The Council is a local authority within the meaning of Section 165(5) WRA 1991, as well as a Coast Protection Authority under the Coast Protection Act 1949, the Harbour Authority for the floating harbour and a risk management authority within the meaning of the FWMA 2010.
- C. As outlined in a Memorandum of Agreement dated 16<sup>th</sup> September 2022, the Parties wish to continue to co-operate in the Project in order to develop and deliver the Bristol Avon Flood Strategy (“the Strategy”) to support the National Flood and Coastal Erosion Risk Management Strategy for England’s vision of a nation ready for and resilient to, flooding and coastal change and benefit citizens in the city of Bristol together with some parts of neighbouring areas of South Gloucestershire, Bath & North East Somerset and North Somerset.
- D. The objectives of the Strategy are:
  - (i) To support safe living, working and travelling in and around central Bristol by ensuring flood threat is reduced and measures address residual risks.
  - (ii) To facilitate the sustainable growth of Bristol and the West of England by supporting opportunities for employment and residential land, and infrastructure.
  - (iii) To maintain natural, historic, visual and built environments within the waterfront corridor and where possible deliver enhanced recreational, heritage and wildlife spaces.
  - (iv) To ensure navigation of river and marine activities continues.
  - (v) To ensure the strategy is technically feasible and deliverable.
  - (vi) To enhance walking and cycling links to enable greater access to opportunity work and housing.

- (vii) To bring existing communities closer together, as well as providing the opportunity to unlock new development land and attract residents, businesses and visitors.
  - (viii) To protect and enhance recreational, heritage and wildlife spaces, to create healthier and more resilient communities, particularly those with higher inequality or limited access to green space and contribute to ambitions for the Avon Corridor as a key green infrastructure resource.
- E. The objectives of the Project are to develop and deliver the Strategy.
- F. The aim of this initial collaborative agreement covering the period of Outline Business Case(s) production to the start of Full Business Case(s) (detailed design) is to:
- (a) agree the financial and non-financial contributions of each Party for this initial period
  - (b) define the roles and responsibilities of the Parties
  - (c) foster mutual trust and co-operation between the Parties
  - (d) agree the review processes to ensure the Project objectives are being met; and
  - (e) agree the process by which any dispute will be settled.
- G. The Parties further anticipate that the initial collaborative agreement may be extended / renewed thereafter on such terms as may appear appropriate at that time. This may include specific project collaboration agreements for delivery of all or part of each build stage, and/or include collaboration on FBCs as required for FDGiA and LPRG assurance.

## **NOW THE PARTIES AGREE AS FOLLOWS:**

### **1. THE AGREEMENT & DEFINITIONS**

- 1.1 In this Agreement, unless the context otherwise requires, the following words and expressions shall have the following meanings:

“Agreement”	means this collaborative agreement as further defined in Clause 1.4
"CEDR"	means the Centre for Effective Dispute Resolution of The International Dispute Resolution Centre, 70 Fleet Street, London EC4Y 1EU
“Commencement Date”	means the date on which this Agreement commences which shall be the date at the head of this Agreement



“Completion Date”	means the date that is 6 months after the date upon which the Council resolves to approve the Outline Business Case for the Strategy, or such later date as may be agreed in writing between the Parties, being the date upon which the rights and obligations of all the Parties in relation to delivering the Project under this Agreement shall be met.
“Contributions”	means the Parties’ respective contributions to the Project including the Financial Contributions and the Non-Financial Contributions
“External Funding”	means any funding or assistance provided by any third party (including any state or public body) for the Project, or to any Party for use in the Project
“Financial Contributions”	means the financial contributions to be made by the Parties, as set out in Appendix 2
“Force Majeure Event”	means an event beyond the reasonable control of a Party that renders the performance of the Agreement impossible whether temporarily or otherwise which for the avoidance of doubt may include prohibitive government regulation, flood, lightning or other extreme weather conditions, fire, explosion, malicious damage, industrial actions or lockouts, terrorism, war, civil commotion, military operations, riot, national emergency, the act or omission of any third party not being its agent or sub-contractor, any change in the law or in the interpretation of the law by the courts
“MoA”	means the Memorandum of Agreement between the Parties dated 16 <sup>th</sup> September 2022
“Mediator”	means a neutral third party appointed pursuant to Clause 11 to assist in the resolution of disputes
“Non-Financial Contributions”	means the Parties contributions-in-kind to the Project made without charge and including but not limited to contributions of staff time, resources, facilities, accommodation and equipment together with access to such of its Background Rights as are reasonably required for the Project where the same are contributed to the Project without charge

"Parties"	means the parties listed to this Agreement
"Project"	means the Bristol Avon Flood Strategy Outline Business Case(s) as set out in the Specification
"Project Board"	means the body responsible for overseeing the management and supervision of the Project as set out in Clause 5
"Project Manager"	means the person who shall be responsible for the day to day management and supervision of the Project as set out in Clause 5
"Project Period"	means the duration of the Project as set out in Clause 2
"Representative"	means a Party's representative(s) as further set out in Clause 5 which shall include the Project Manager
"Specification"	means the Project specification set out at Appendix 1
"Staff"	means employees, contractors, consultants, students and agents of a Party who are engaged or provided by the Party for the carrying out of its obligations in connection with this Agreement, and each of them
"VAT"	means Value Added Tax

1.2 In this Agreement, unless otherwise expressly provided or unless the context otherwise requires:

- (a) reference to any statute, statutory provision or statutory instrument includes that statute, statutory provision or statutory instrument as from time to time amended, extended, consolidated or re-enacted and all statutory instruments or orders made under or pursuant to it;
- (b) words importing a gender include all genders, words importing the singular include the plural and vice-versa;
- (c) the words "including" or "includes" or any similar phrases shall be construed without limitation to the generality of the preceding words;
- (d) reference to any person includes a legal entity; and
- (e) all undefined words and expressions are to be given their normal English meaning.

1.3 The headings in this Agreement are for ease of reference only and shall not affect its construction and reference to any 'Clause', 'Schedule' or 'Appendix' shall be references to clauses, schedules or appendices of this Agreement unless expressly stated to the contrary.

## **AGREEMENT**

1.4 This Agreement contains the whole agreement between the Parties in respect of its subject matter and supersedes all previous communications, representations and arrangements, whether written or oral. This Agreement consists of the following documents:

- (a) these terms and conditions;
- (b) Appendix 1;
- (c) Appendix 2;
- (d) any other documentation annexed hereto; and
- (e) any variations to this agreement made by the Parties in accordance with Clause 20.

In the case of ambiguity or conflict between any of the documents set out above, the documents will take precedence in the order listed. For the avoidance of doubt, this Agreement is not intended to replace the MoA.

## **RELATIONSHIP BETWEEN THE PARTIES**

1.5 The Agency hereby agrees with the Council that the Council will carry out the Project, which is developing the case for work including work on main river which the Agency is empowered to carry out under the Agency's statutory powers,

1.6 Nothing in this Agreement shall prejudice, conflict with or affect the exercise by either Party of its statutory functions, powers, rights, duties, responsibilities or obligations arising or imposed under any legislative provision enactment, bylaw or regulation whatsoever, nor shall it fetter the exercise of any discretion each Party may have.

1.7 Except as specifically provided in clause 1.5 above, nothing in this Agreement shall operate as a statutory licence, waiver, consent or approval from either Party.

1.8 The Parties shall be independent contractors for all purposes connected with this Agreement.

1.9 Nothing in this Agreement shall create a partnership or joint venture between the Parties, constitute one Party the agent of another, or deem the Staff of one Party to be those of another. No Party shall have any authority to enter into any contract, warranty or representation on behalf of another, nor shall any Party incur liabilities that bind or have the effect of binding another Party and in the absence of express agreement to the contrary no Party shall be bound by the acts or conduct of another.

1.10 No Party or its Staff shall represent themselves as having the authority to interpret the policies and procedures of any other Party.

## **2. DURATION**

- 2.1 This Agreement shall commence on the Commencement Date and unless earlier terminated in accordance with this Agreement shall continue until the Completion Date.

## **3. THE PARTIES' OBLIGATIONS**

- 3.1 The Parties agree:

- (a) the programme for the administration, scope and delivery of the Project as set out in the Specification at Appendix 1; and
- (b) to make their respective Contributions and carry out their responsibilities in relation to the Project as set out in the Specification and Appendix 2 and otherwise in this Agreement.

- 3.2 The Parties shall each:

- (a) make their Contributions and fulfil their responsibilities as set out in the Specification and Appendix 2 and otherwise in this Agreement;
- (b) co-operate and use reasonable endeavours to ensure the success of the Project;
- (c) act in good faith and in the spirit of co-operation in carrying out the Project;
- (d) ensure that all communications are constructive, comprehensive and open;
- (e) provide information reasonably promptly to one another relating to their involvement in the Project including all results and interim results;
- (f) promptly raise and use reasonable endeavours to resolve any issues, difficulties, problems or opportunities that arise; and
- (g) aim to reach agreement in discussions for the good of the Project rather than for individual advantage.

- 3.3 In carrying out their obligations under this Agreement each Party shall:

- (a) use reasonable care, attention and diligence; and
- (b) perform their obligations in accordance with this Agreement.

- 3.4 The Parties shall each inform the Project Board promptly of any event that is likely to prejudice or delay the performance or completion of the Project, or of any situation or event that may hinder or prevent that Party from providing its Contributions or any of them. The provision of information under this Clause shall not release or excuse that Party from any of its obligations under this Agreement, except and only insofar as Clause 17 (Force Majeure) may apply.

- 3.5 No Party shall do anything that may damage or prejudice the reputation of another Party or their business or other interests.

- 3.6 Each Party agrees to carry out the Project during the Project Period and shall:
- (a) procure the services of its Staff in carrying out the Project
  - (b) carry out the Project at the times stated in the Specification or as subsequently varied in writing by the Parties
  - (c) provide its share of the Contributions; and
  - (d) comply with its obligations hereunder.
- 3.7 The Parties agree to exercise reasonable, care, attention and diligence in carrying out the Project and obligations under this Agreement.
- 3.8 The Parties agree that it shall only employ in the execution and superintendence of the Project persons who are suitable, and appropriately skilled and experienced in the type of work which they are to perform, and with proper guidance and supervision as required to ensure the work is carried out with due care, skill and diligence.
- 3.9 The Parties shall ensure that their Staff and each of them:
- (a) are sufficiently qualified, trained, skilled and experienced in the type of work which they are to perform;
  - (b) exercise reasonable due skill, care, attention and diligence in their work;
  - (c) carry out the Project in accordance with the agreed timescales in the Specification or otherwise or, where none have been agreed, within a reasonable time;
  - (d) carry out the reasonable lawful instructions, suggestions or directions given by the Parties' Representatives, subject where appropriate to the consultation with and agreement of the Project Board;
  - (e) liaise closely in every aspect of their work;
  - (f) carries out the work in accordance with the Specification;
  - (g) inform the Parties via its Representatives reasonably promptly of any difficulties, problems or opportunities that arise in their work; and
  - (h) provide all reports at the times and in the manner specified in this Agreement or otherwise agreed between the Parties.
- 3.10 The Council shall deliver to the Project Board a bi-monthly progress report on its activities in the Project during the previous period, which shall include progress made and difficulties encountered with the Project,

#### **4. LEAD PARTNER**

- 4.1 The Council will be the Lead Partner for the Project.

- 4.2 The Lead Partner shall:
- (a) manage the delivery of the Project as set out in the Specification;
  - (b) provide adequate management and support staffing to deliver and administer the Project effectively;
  - (c) appoint the Project Manager pursuant to Clause 5.1;
  - (d) be responsible for the lawful exercise of the Relevant Functions
  - (e) be responsible for financial management and administrative aspects of the Project; and
  - (f) be responsible for safe systems of work and proper risk assessments to safeguard the health safety and wellbeing of all persons working on the Project or present on the Land during work under the Project.

## **5. WORKING ARRANGEMENTS & KEY PERSONNEL**

### **(A) Project Manager**

- 5.1 The Council shall appoint the Project Manager who shall:
- (a) manage the day-to-day operation of the Project in accordance with this Agreement;
  - (b) be the Council's Representative;
  - (c) act as the first point of contact with the Council for all purposes in connection with the Project;
  - (d) provide effective liaison between the Council, the other Parties and the Project Board;
  - (e) ensure that the Project is carried out and operated in a manner consistent with its objectives as described in the Specification;
  - (f) report on Project progress to the Project Board bi-monthly and as otherwise necessary or required;
  - (g) ensure that safe systems of work and proper risk assessments are employed to safeguard the health safety and wellbeing of all persons working on the Project or present on the Land during work under the Project.

- 5.2 The first Project Manager shall be the person identified as such in the Specification.

### **(B) Agency Representatives**

- 5.3 The Agency shall appoint one or more Representatives who shall:
- (a) be responsible for management of the day-to-day operational delivery of the Project by the Agency;
  - (b) ensure that Agency contributes to the Project in a manner consistent with the Specification and otherwise in this Agreement;
  - (e) provide effective liaison between the Agency, the Lead Partner and the Project Board; and
  - (f) represent the Agency on the Project Board.

The first Agency Representatives shall be the person(s) named as such in the Specification.

- 5.3.1 The Parties shall promptly notify one another of any change in the identity of the Project Manager or Agency Representatives.
- 5.3.2 Each Party may appoint such deputies for the Project Manager or Representatives as they consider appropriate, such appointments to be notified to all other Parties. Such a deputy shall act in substitution for the Project Manager or Representative in the event that the Project Manager or Representative is unavailable.
- 5.3.3 A deputy shall have the same powers and authority as the Project Manager or Representative and any act of the deputy will be deemed to be an act of the Project Manager or Representative.

**(C) Project Board**

- 5.4.1 The Parties will continue to form a Project Board to oversee the management and delivery of the Project. The role of the Project Board shall include but shall not be limited to:
- (a) monitoring the overall progress of the Project against the objectives set out in this Agreement and the Specification;
  - (b) taking a strategic overview of the Project to ensure successful implementation and timely reporting;
  - (c) considering and approving correspondence and publications in respect of the Project;
  - (d) considering and recommending to the Parties proposals for changes to:
    - (i) the timescales for delivery of the Project
    - (ii) the Contributions
- 5.4.2 Final decisions on any change recommended by the Project Board under Clause 5.4.1(d) must be approved in writing by the Parties in accordance with Clause 23.
- 5.4.3 The Project Manager and Representatives from the Parties and any other persons as listed in the Specification shall be members of the Project Board.
- 5.4.4 In addition to being a member of the Project Board, the Project Manager shall chair the Project Board.
- 5.4.5 The Project Board shall normally meet every 2 months during the Project Period and at such other times as the Parties see fit. Attendance at Project Board meetings may be in person, by telephone or by such other means as the Parties may agree.
- 5.4.6 The quorum of the Project Board for decision making shall be the Project Manager and at least one Agency Representative.

- 5.4.7 Decisions of the Project Board shall be made by unanimous resolution. The Parties shall seek to agree all decisions for the benefit of the Project and not for individual advantage.
- 5.4.8 In addition to its permanent members, the Project Board shall be entitled to invite any contractors or advisors or stakeholders to participate in its meetings, but such persons shall not be entitled to vote on decisions of the meeting.
- 5.4.9 The costs of hosting the Project Board shall be met from the Financial Contributions and the costs of the attendance for a Party's Representative and other members of its Staff shall be borne by the relevant party and shall not be met from the Financial Contributions.
- 5.4.10 The Parties' Representatives will co-operate and communicate as required for the effective day to day management and steering of the Project in between Project Board meetings.

## **6. PAYMENT & FINANCIAL CONTRIBUTIONS**

- 6.1 This initial collaboration agreement does not specify any amounts of financial contributions in Appendix 2, only the intention to progress the BAFS funding strategy and FIVA monitoring process. Future collaboration agreements for specific build stages, or pieces of discrete delivery, will typically provide a tabulation of monetary figures in Appendix 2.
- 6.2 The Financial Contributions are exclusive of all VAT and all other taxes and duties, and each Party shall bear the cost of all VAT from time to time levied upon its Financial Contributions.
- 6.3 The Council shall be responsible for holding the Financial Contributions contributed to the Project and for the financial management of the Project. It shall put in place appropriate financial management and auditing procedures for the Project, in order to control expenditure and ensure that costs are properly incurred and can be clearly identified.
- 6.4 Payment shall be made in arrears and only on completion of satisfactory progress in the project and compliance with milestones as set out in the Specification.
- 6.5 Financial Contributions and other resources allocated to the Project shall only be expended or committed in accordance with this Agreement unless otherwise agreed in writing by the Parties. In the event of Financial Contributions being expended in breach of this Clause 6.5 the Party expending those funds shall be liable to repay the Council an amount equal to such proportion of the misapplied funds in proportion to the Parties' share of the Financial Contributions due up to that date.
- 6.6 The repayment obligations in Clause 6.5 above shall be subject to the following conditions:



- (a) where specific deliverables and milestones in the Project have been met by the Party with the repayment obligation, the notice of demand shall provide for a reasonable allowance for part performance; and
  - (b) where repayment is in consequence of matters beyond the reasonable control of the Party with the repayment obligations, the obligation shall be to repay such part of the Financial Contributions received in the last instalment paid prior to the repayment demand being made as are representative of the portion of the unexpired part of the Project Period following the date of repayment demand, after any allowance provided for in Clause 6.6(a); or
  - (c) where repayment is in consequence of matters within the reasonable control of the Party with the repayment obligations, the obligation shall be to repay the whole amount of the Financial Contributions received after any allowance provided for in Clause 6.6(a); and
  - (c) other than as stated in this Clause 6.6 there shall be no allowance for part performance unless specifically stated as such in the notice of demand.
- 6.7 The Council shall, whenever reasonably required by the Agency, any of its authorised officers or contractors, or by the National Audit Office, provide to such persons as the Agency may nominate access to that Party's Staff, premises, records and such other items or persons as may be reasonably required in order for the Agency to fulfil its audit obligations in respect of this Agreement. In the event that any additional costs are reasonably and necessarily incurred by the Council as a result of the requirements of this Clause then those costs shall be met by the Agency.
- 6.8 A Party shall have the right to withhold further Financial Contribution payments should the circumstances set out in Clause 6.5 arise regardless of whether that Party serves a notice for repayment of monies under that Clause.
- 6.9 Where applicable, if a Party fails to make any of its Financial Contributions by the due date for payment of them after receiving a correct demand therefor, the invoicing Party may charge interest on any amount outstanding, at a rate equal to the Bank of England Base Rate from time to time in force during the period when the amount remains outstanding.
- 6.10 Each Party shall ensure that it has in place appropriate financial management and auditing procedures and all shall ensure that it complies with all tax requirements faced by it in connection with this Agreement.

6.11 The Council shall comply and shall be responsible for ensuring compliance with the terms of the External Funding in relation to the Project.

## **7. PUBLICATION & PUBLICITY**

7.1 All external correspondence and publicity relating to the Project must be agreed in advance by the Project Board and neither Party will make any public announcement, disclosure or statement concerning the Project without such prior approval.

7.2 Each Party shall, in all documents submitted or published, include in a prominent position an acknowledgement of the other Parties' Contributions to the Project

7.3 Nothing in this Agreement in any way limits a Party's rights to prepare independent reports on the Project for internal or statutory use, to meet its legal obligations or for internal communications applicable to the management of its Staff.

## **8. LIABILITY**

8.1 Subject always to the provisions of Clause 8.3 below each Party shall indemnify the other Party, and its Staff against:

- (a) all claims, demands, actions, costs, expenses, losses and damage made or notified to the indemnified party and arising from or incurred by reason of the actions or failure to act of the indemnifying Party
- (b) the acts, errors or omissions of its Staff that are a result of or due to the negligence of the indemnifying Party.

8.2 Neither Party seeks to exclude or limit its liability for death or personal injury caused by its negligence, or fraudulent misrepresentation made by it or on its behalf, or such other matters where exclusion of liability is regulated by operation of law

8.3 The Council shall be responsible for and shall indemnify and hold harmless the Agency against third party costs claims damages and liabilities which may arise out of any advice given by or on behalf of the Agency as part of the Project, or as a result of any works carried out as part of the Project for the lifetime of the Project and beyond.

## **9. DEFAULT**

9.1 A Party shall be in default if it:

- (a) fails to perform its obligations hereunder with reasonable skill, care, diligence and timeliness; or
- (b) is otherwise in breach of any provision of this Agreement.

- 9.2 It shall be a material breach of this Agreement if a Party:
- (a) fails to perform and comply fully with its obligations under this Agreement; or
  - (b) fails to use reasonable skill, care, diligence and timeliness in performing and complying with its obligations under this Agreement;
  - (c) fails to pay any Contribution at the time specified or agreed for payment;
  - (d) misuses any Project funds or Contribution;
  - (e) commits a series of defaults under Clause 9.1 of this Agreement which taken together amount to a material breach.
- 9.3 The short temporary non-availability of Staff for reasons outside a Party's reasonable control or the occurrence of a Force Majeure Event shall not constitute events that give rise to a material breach of this Agreement.
- 9.4 Where, in the reasonable opinion of a Party, the other Party appears to be in material breach of contract, that Party shall where consult the Project Board regarding the appropriate course of action, and thereafter shall be entitled to serve a written notice of default upon the other Party notifying that Party:
- (a) of the material breach of this Agreement;
  - (b) whether the breach appears to be capable of remedy or not and, if capable of remedy, specifying how the default may be remedied;
  - (c) that if that Party does not take steps to remedy the specified breach within such period as may be specified in the written notice of default (that being a period of not less than 30 (thirty) days) the Agreement may be terminated without further notice.
- 9.5 if in the opinion of the Agency, the Council does not complete its obligations under this Agreement on time or with the specified degree of care and skill then the Agency shall be entitled to:
- (a) require the Council to rectify the situation at its own cost; or
  - (b) arrange completion of the work at its own expense, such costs to be reimbursed by the Council on demand

## **10. TERMINATION**

- 10.1 The Parties may terminate this Agreement by mutual consent at any time during the Project Period on such terms as the Parties may agree.
- 10.2 The Council shall have a right to terminate its participation in this Agreement with immediate effect or if it so elects upon notice if it considers in its sole discretion that to continue all or part of this Agreement does or will conflict with its functions, powers, duties, aims or is otherwise inconsistent with its obligations as a public body.

- 10.3 The Agency shall have a right to terminate its participation in this Agreement with immediate effect or if it so elects upon notice in the event that it considers in its sole discretion that to continue all or part of this Agreement does or will conflict with the Agency's functions, powers, duties, aims or is otherwise inconsistent with its obligations as a public body.
- 10.4 No Party shall be entitled to assign or transfer any part of its benefits under this Agreement to a third party, save for the purposes of reorganisation or transfer to a successor body, without the prior written consent of all Parties
- 10.5 Termination of this Agreement shall not prejudice the rights of any Party which arise on or before the date of termination.
- 10.6 Without prejudice to the generality of this Agreement, where the terms of Clause 17 apply, the occurrence of a Force Majeure Event, whilst not a material breach of contract, may give rise to termination of this Agreement where the circumstances envisaged by Clauses 17.3 or 17.4 apply.
- 10.7 Without prejudice to the generality of Clause 10.5 any outstanding reasonable costs and commitments reasonably and necessarily incurred in connection with the Project and not paid at the date of termination will be allocated between the Parties in proportion to their Contributions to the Project,

## **11. DISPUTE RESOLUTION**

- 11.1 During the Project Period the Parties shall attempt to resolve all disputes and differences between themselves and if they are unable to do so such matters, it shall first be referred to the Project Board.
- 11.2 If the Project Board is unable to resolve the dispute or difference to the satisfaction of the Parties in dispute within two weeks, the Parties in dispute shall attempt to resolve the issue by negotiation between their Representatives or such other persons as those Parties may reasonably designate for resolving disputes. If the dispute or difference is not so resolved within a reasonable period, the Representatives shall refer the matter to their respective senior managers for resolution.
- 11.3 If any dispute arises after the Project Period, the Parties in dispute shall attempt to resolve it via their Representatives or such other persons as those Parties may reasonably designate for resolving disputes in such circumstances. If the Representatives or other persons are unable

to resolve the dispute within a reasonable period, the matter shall be referred to their respective senior managers for resolution.

- 11.4 If the matter referred to the Parties' senior managers pursuant to Clause 11.2 or 11.3 cannot be resolved, the Parties in dispute shall consider referring the matter to mediation in accordance with Clause 11.5. If those Parties acting in good faith do not consider that mediation is an appropriate method of dispute resolution, they shall consider such other methods of alternative dispute resolution as they reasonably consider to be appropriate in the circumstances and shall seek to resolve the matter using such methods as they may agree.
- 11.5 In the event that the Parties in dispute decide that mediation is appropriate, they will use the following procedure:
- (a) The Mediator shall be chosen by agreement between the Parties, provided that any Party may within 14 (fourteen) calendar days from the date of the proposal to appoint a mediator, or within 14(fourteen) calendar days of notice to any Party that the chosen mediator is unable or unwilling to act, apply to CEDR to appoint a mediator;
  - (b) The Parties to the dispute shall within 14 (fourteen) calendar days of the appointment of the Mediator agree a timetable for the mediation. If appropriate, the relevant Parties may at any stage seek guidance from CEDR on a suitable procedure;
  - (c) Unless otherwise agreed, all negotiations and proceedings in the mediation connected with the dispute shall be conducted in strict confidence and shall be without prejudice to the rights of the Parties in any future proceedings;
  - (d) Where the Parties agree that mediation is appropriate, the dispute resolution procedure in this Clause 11 shall be binding on the Parties but the Parties shall not be bound by the outcome of the mediation unless and until the Parties agree to be so bound and set out the agreed resolution in a written agreement;
  - (e) Failing agreement, any Party to the dispute may invite the Mediator to provide a non-binding but informative opinion in writing. Such opinion shall be provided on a without prejudice basis and shall not be used in evidence in any proceedings relating to the dispute without the prior written consent of the relevant Parties. The Party requesting the opinion shall bear the costs incurred in obtaining that opinion unless the Parties agree otherwise;
  - (f) For a period of 60 (sixty) calendar days from the date of the appointment of the Mediator, or such other period as the Parties to the dispute may agree, none of those Parties may commence any proceedings in relation to the matters referred to the Mediator save that those Parties shall be free to apply to the courts for interlocutory relief at any time.

11.6 For the avoidance of doubt, recourse to the means of alternative dispute resolution provided for in this Clause 11 shall not preclude the exercise of the rights under Clauses 9 (Default) and 10 (Termination) including the service of notices and termination provisions.

## **12. NOTICES**

12.1 All notices given under this Agreement shall be in writing and will be sent to the address of the Party being served as set out in the Specification or any other address a Party may from time to time designate by notice given in accordance with this Clause 12.

12.2 Notices may be delivered personally, by first class pre-paid letter or fax transmission.

12.3 Any notice served in accordance with Clauses 12.1 and 12.2 above will be deemed to have been served:

- (a) at the time of delivery when served in person; or
- (b) 2 (two) working days from the date of posting when served by first class post;

12.4 In proving service, it shall be sufficient to show that:

- (a) when delivery is in person, the notice was delivered to the appropriate address; or
- (b) when service is by post, the notice was submitted to an appropriate carrier for delivery, was properly addressed and all postage was fully paid;

## **13. STATUTORY OBLIGATIONS & PERMISSIONS**

13.1 The Parties shall each at their own expense comply, and procure that their Staff comply, with all laws and regulations applicable to the Project and their involvement in it including all health and safety legislation, Data Protection Legislation, the Equality Act 2010, Prevention of Corruption Acts 1889-1916, and the Freedom of Information Act 2000 and the Environmental Information Regulations 2004. The Parties also agree to provide such mutual assistance as may be required in carrying out these obligations.

13.2 Each Party shall be responsible for securing and maintaining such permissions, licences, consents or approvals as it needs in connection with the Project.

## **14. ENVIRONMENT & SUSTAINABILITY**

14.1 The Parties shall ensure that sustainable development, which includes environmental, social and economic factors, is taken into account during all stages of the Project and this Agreement and in any relevant contracts entered into with third parties.

14.2 Unless there is a specific requirement otherwise, the Parties shall require that all reports in connection with this Agreement be made in electronic format. Where paper copies of reports

or other hard copy communications are required and where there are written announcements or publications required, they will be printed on minimum 80% post-consumer waste recycled paper and where possible will be printed double-sided.

## **15. HEALTH & SAFETY**

- 15.1 Where Staff of one Party are working under the direction of another Party, that Party shall make those Staff aware of its health and safety and security requirements and those Staff shall comply with all instructions and requirements of that other Party relating thereto
- 15.2 Each Party reserves the right to refuse access to their premises to any person at any time or to require such person to leave its premises, without being required to give any reason for its decision and without incurring any liability for any loss that may be suffered as a result of that refusal. Such reasons may include where it has reasonable grounds to believe that person is a risk to the health and safety of others on those premises.
- 15.3 The following provisions apply where any construction project is carried out under this Agreement:
- a) The Council shall be treated for the purposes of the CDM Regulations as the only client in relation to the project;
  - b) The Council shall perform its client duties in accordance with the CDM Regulations;
  - c) The Council shall ensure that it has available to it from the Commencement Date the resources and expertise necessary to perform its client duties;
  - d) in performing its client duties, the Council shall have regard to the Health and Safety Executive's guidance document L153 *Managing Health and Safety in Construction* (including any amendment or replacement from time to time);
  - e) this clause 15.3 does not affect the application to any Party other than the Council of the duties specified in regulation 4(8)(c) of the CDM Regulations (pre-construction information and ongoing co-operation); and
  - f) in this clause 15.3:
    - 'the CDM Regulations' means the Construction (Design and Management) Regulations 2015;
    - 'client' has the same meaning as in the CDM Regulations;
    - 'client duties' means duties under the CDM Regulations as client for the project including in respect of the appointment of a principal designer and principal contractor under regulation 8(3);
    - 'construction project' has the meaning given to 'project' in the CDM Regulations.

## **16. ASSIGNMENT & SUB-CONTRACTING**

- 16.1 No Party shall be entitled to sub-contract, assign or otherwise transfer the whole or any part of its obligations under this Agreement (except in the case of assignment or transfer where for the purposes of solvent reorganisation or transfer to a successor body or by operation of law) without the prior written consent of all Parties. As the nature of the relationship between the Parties is to be a close collaborative relationship, it shall be reasonable in any case to refuse to consent to assignment or transfer.
- 16.2 No assignment, transfer or sub-contracting by a Party shall relieve it of any of its obligations or duties under this Agreement and that Party shall remain fully liable as though the matter assigned, transferred or sub-contracted matters were carried out by itself.
- 16.3 The terms of any sub-contract entered into by a Party in connection with this Agreement shall be consistent with and shall ensure compliance with this Agreement, including all auditing and financial requirements.
- 16.4 Any Party sub-contracting work under this Agreement shall ensure that it and any contractor to whom that work is sub-contracted has appropriate financial and auditing procedures in place to manage its commitments to the Project and that Party shall ensure that both it and its sub-contractor have complied with all relevant tax requirements relevant to the Agreement and their involvement with it.
- 16.5 The Council will be the contracting party and responsible person in respect of any contracts entered into with third parties, including any persons employed for the purpose of delivering the Project and who are not existing members of the Council's Staff.

## **17. FORCE MAJEURE**

- 17.1 If the performance by any Party of any of its obligations under this Agreement is prevented or delayed by a Force Majeure Event then that Party shall be excused from performance of that obligation for the duration of the Force Majeure Event.
- 17.2 If a Party becomes aware of a Force Majeure Event that is or is likely to give rise to a failure or delay on its part, then that Party shall notify the Project Board members as soon as reasonably practicable giving a description of the Force Majeure Event and, where possible, an estimate of its likely duration.
- 17.3 If the Force Majeure Event in question continues or is likely to continue for a continuous period in excess of 30 (thirty) calendar days the Parties shall enter into discussions with regard to



alternative arrangements in respect of this Agreement which may include but are not limited to termination of it pursuant to Clause 10.

17.4 Where a Force Majeure Event has extended or is reasonably anticipated to extend for a period of more than 60 (sixty) calendar days or for periods in aggregate of more than 60 (sixty) calendar days in any 12 (twelve) month period then this Agreement may be terminated by any Party with immediate effect.

17.5 The Parties agree that the Government's decision to implement a national lockdown in response to the outbreak of Covid19 virus in the United Kingdom constitutes a Force Majeure Event. The Parties nevertheless undertake to continue to work together to ensure the delivery of the Project, making such variations to the Project timetable as the Parties deem reasonably necessary.

## **18. THIRD PARTIES**

18.1 For the purposes of the Contracts (Rights of Third Parties) Act 1999 this Agreement is not intended to and does not give any person who is not a party to it any right to enforce any of its provisions. This does not affect any right or remedy of any such party which exists or is available apart from that Act.

18.2 A Party shall forthwith notify the Project Board of any third parties involved in the Project

## **19. CONFLICT**

19.1 The Parties shall not (whether directly or indirectly) cause or permit their Staff to undertake work which would be in conflict with work under this Agreement, where such conflict would have a direct and adverse impact on the Party's ability to comply with its obligations under this Agreement or would otherwise impede or interfere with the Party's proper performance of this Agreement.

19.2 A Party shall forthwith notify the Project Board of actual or potential conflict of interest of which it becomes aware.

## **20. VARIATIONS**

No change or variation to this Agreement will be effective unless and until it is agreed in writing, signed by the Parties and annexed to this Agreement.

## **21. WAIVER**

No failure or delay or grant of indulgence by a Party to exercise or enforce any right, power or remedy available to it, will operate or be construed as a waiver of such right, power or remedy

under this Agreement or otherwise, nor will any partial exercise preclude any further exercise of the same or of some other right, power or remedy.

**22. SEVERABILITY**

If any court or other competent authority finds that any part or provision of this Agreement is void, unlawful or unenforceable then that part or provision will be deemed to have been severed from this Agreement and shall have no force and effect. The remaining provisions of this Agreement will continue to be valid and enforceable to the fullest extent permitted by law, and the Parties shall negotiate in good faith to agree the terms of a mutually acceptable and satisfactory alternative part or provision in that, as amended, it is valid and lawful and enforceable.

**23. COUNTERPARTS**

This Agreement may be executed in any number of counterparts or duplicates each of which shall be an original but such counterparts or duplicates shall together constitute one and the same agreement.

**24. GOVERNING LAW & JURISDICTION**

This Agreement shall be governed by and construed in accordance with the laws of England and Wales and subject to the agreed provisions in respect of alternative dispute resolution the Parties agree to submit to the exclusive jurisdiction of the courts of England and Wales regarding any claim or matter arising under this Agreement.

**25. SURVIVAL**

25.1 The provisions of Clauses 1 (Definitions), 6.4, (Payment & Financial Contributions), 7 (Publication & Publicity), 8 (Liability), 10.5, and 10.7 (Termination), 11 (Dispute Resolution), 16.2 (Assignment & Sub-Contracting), 18 (Third Parties), 21 (Waiver), 22 (Severability), 24 (Governing Law & Jurisdiction), and 25 (Survival) shall survive termination of this Agreement.

THIS AGREEMENT WAS SIGNED the day of and year first above written:

**SIGNED** for and on behalf of the **Environment Agency** in the presence of:

**SIGNED** for and on behalf of **The Council** in the presence of:

.....  
Authorised Signatory – Signature

Name:

Position:

.....  
Authorised Signatory – Signature

Name:

Position:

## APPENDIX 1 – OVERVIEW

### Narrative

- A1.1 The Parties' aim is to deliver the Strategy as a long-term adaptive approach to better protect people and property from the increasing risk of flooding from the River Avon at the earliest opportunity and enhance the river corridor for all. The Strategy anticipates creating new flood defences and/or raising the level of existing flood defences in phases along sections of the River Avon.
- A1.2 The Strategy will respond to the flood risk management requirements of the National Planning Policy Framework by seeking to deliver a 1 in 200-year (0.5% Annual Exceedance Probability) standard of protection, whilst ensuring no adverse impact elsewhere. It envisages two main tranches of delivery – Phase 1 in the 2020s to improve defences along the Avon from upstream as far as Swineford, through Bristol city centre and as far downstream as Shirehampton and Pill, and then Phase 2 at a later date (estimated 2060s) to raise the height of those defences as required.
- A1.3 The Strategic Outline Business Case (SOC) was approved by the EA's Large Projects Review Group and published for public consultation in 2020. A supporting Strategic Environmental Assessment (SEA) was completed in Autumn 2020.
- A1.4 It is envisaged that the Strategy will be delivered through at least two build stages, each with its own Outline Business Case (OBC) to secure Flood Defence Grant in Aid (FDGiA). The first OBC is expected to be completed in 2023. Each OBC will be followed by detailed design, surveys, investigations, public engagement / consultation within the Full Business Case (FBC) stage. Approval of the FBCs by BCC and EA will be required before the start of construction.
- A1.5 BCC is leading the development and delivery of the Strategy in recognition of the potential impact and opportunity for the city. With the EA's support, BCC is best placed to deliver the full range of benefits for the city, manage the complex interfaces and access the range of funding required. Furthermore, the Strategy will interface with BCC's harbour, highway, planning, lead local flooding, coastal protection, civil protection and major landowner roles.
- A1.6 BCC's ambition is for infrastructure that works for Bristol year-round, not just when the river floods. By designing defences that improve public spaces, the Strategy will provide new green spaces, better access to the river, enhanced heritage features, and improved transport connections. Thus the Strategy will better protect Bristol and create a more active, sustainable and resilient city.

## Governance

A1.7 The Memorandum of Agreement (MoA) sets out the parties' commitment to work together collaboratively to develop and deliver the Bristol Avon Flood Strategy. Although the MoA is not legally binding on the parties, endorsement by the BCC and the EA at senior level demonstrates a clear statement of intent and commitment. The MoA sets out the agreed basis upon which the Strategy will continue to be developed and implemented, including the key strategic goals, roles and responsibilities, the steps required to achieve delivery of the Strategy and the appropriate governance arrangements.

A1.8 Under the framework of the MoA, the parties intend to enter into collaborative agreements to settle detailed arrangements for each stage of the development of the Strategy, for FDGiA and LPRG assurance and for delivery of each build stage of the Strategy. These collaborative agreements will contain legally binding obligations and will set out the financial and non-financial contributions of each party, the roles and responsibilities of each party, the review processes to ensure that project objectives are met and an appropriate process by which any dispute will be settled.

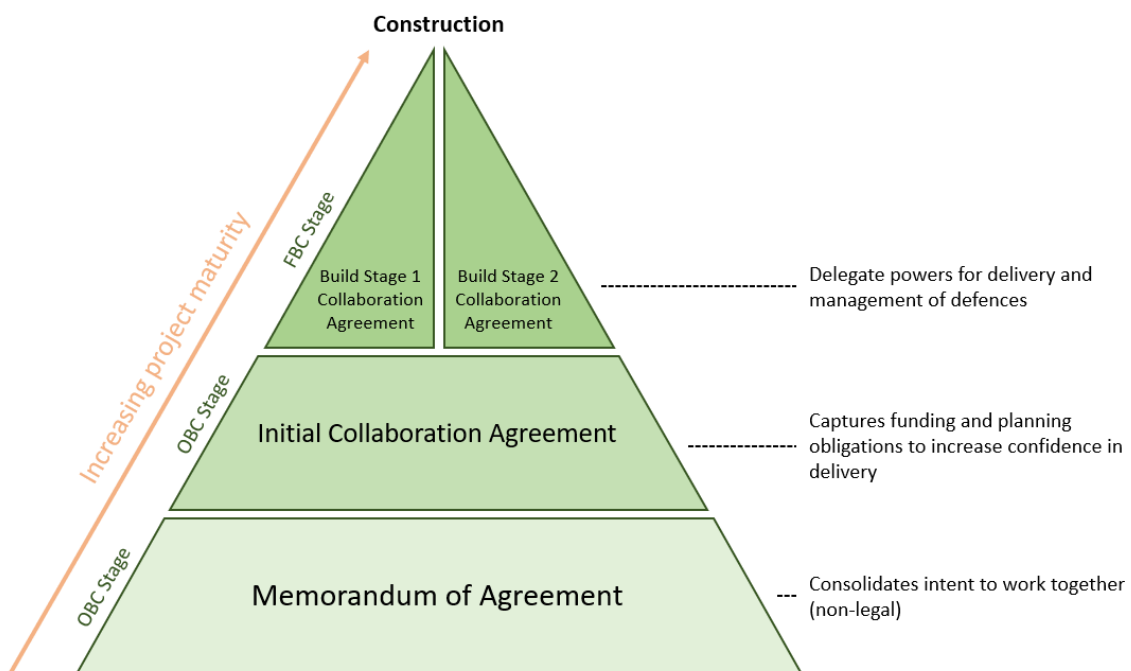


Figure 1 – Intended relationship between Agreements

A1.9 The parties agree to use their best endeavours to ensure that all collaborative agreements are in conformity with the MoA and that the obligations and stipulations in a collaborative agreement do not derogate from the MoA.

## **Project Interface Management**

A1.10 The Strategy will interface with other ongoing projects, including BCC's Bristol Temple Quarter and Western Harbour strategic growth and regeneration areas, and the EA's Pill Flood Scheme.

A1.11 BCC management of the project will include the production and maintenance of an Interface Management Plan, with EA support. BCC and EA will endeavour to identify opportunities and risks. Issues will be escalated within the above project governance structures.

A1.12 The Parties will work together to identify and agree priorities between interfacing projects.

## **Phase 2**

A1.13 BCC, in collaboration with the EA, will review and update phase 2 of the BAFS to check that it will continue to protect Bristol from flooding to the required standard, meet the objectives of the BAFS and is still the right solution for Bristol. BCC will continue to lead on monitoring the adaptive strategy, identify and collect funding as necessary to deliver Phase 2, and start planning for Phase 2 delivery sufficiently early (in advance of the expected rise in flood levels). The BAFS will be updated every 6 years (or other interval jointly agreed in advance between the parties), following completion of the phase 1 defences, until the completion of the phase 2 defences. This will include updating the MOA or legal agreement as appropriate. The funding strategy and FIVA, planning instruments and phasing and delivery plan will also be updated as set out in the next sections.

A1.14 BCC will assess the residual flood risk to the city from overtopping of the phase 1 defences, with the expected flood level in 100 years (but before Phase 2 is delivered). This is to demonstrate the benefit of building Phase 2 of the BAFS and the residual flood risk for new development in the meantime. This information will be updated at each review, whenever the Strategic Flood Risk Assessment (SFRA) is updated or when there is a significant change to the climate change projections.

## **APPENDIX 2 – FUNDING**

### **Definition of ambition**

- A2.1 The parties acknowledge the value of clear statements of intent to commit funding and/or identify financing. The parties recognise that in order to have full confidence in the funding strategy it will be necessary to have identified and secured the majority of the required funding and also for there to be a good prospect that the remainder of the required funding can be found and secured.
- A2.2 For any Outline Business Case(s) assurance the parties' will have identified all indicative funding/financing required for delivery of the works justified by the OBC (with allowance for whole-life cost, contingency, risk and inflation), and have secured funding for Full Business Case production and assurance for those works.
- A2.3 At any Full Business Case assurance, the parties' will have demonstrate that all funding/financing required for delivery of the works justified by the FBC (with allowance for whole-life cost, contingency, risk and inflation) is secured.

### **Responsibilities and support for delivering funding**

- A2.4 Nothing in this initial agreement commits either party to fund or underwrite the cost of delivery of the Strategy.
- A2.5 BCC will continue to lead on developing a funding strategy, supported by the EA. The funding strategy will contain details of a range of potential funding and financing mechanisms needed for delivery of the Strategy.
- A2.6 The Environment Agency will proactively support BCC's work to deliver successful Business Case(s) for Flood Defence Grant in Aid towards the Strategy, and allocate enabling funding towards their production. The EA will administer any eligible FDGiA and/or Local Levy allocations for the Strategy. The Environment Agency will provide advice to BCC on maximising the allocation of Flood Defence Grant in Aid, Local Levy and wider Defra funding streams.
- A2.7 BCC will lead work to engage and secure commitments from other prospective partners (including WECA) to support delivery of the Strategy. BCC will proactively pursue other suitable partnership funding and financing opportunities, with support from the Environment Agency.
- A2.8 The Environment Agency will also assist BCC in efforts to access non-Defra government funding streams and highlight any other funding opportunities that could arise. The Environment Agency will share best practice, case studies, and general FCERM benefits/cost-avoided information.

## **Monitoring delivery**

A2.9 BCC will monitor the funding strategy document with a supplementary Funding and Investment Viability Assessment (FIVA), where the progress on each funding source is reviewed and re-evaluated by the parties. BCC will lead on the FIVA, supported proactively by the Environment Agency.

A2.10 FIVAs will be a live monitoring tool to assist the process of progress tracking, but not a formally issued document due to the sensitive information contained. They will normally take place annually, or when a significant funding element is secured (whichever is the sooner). The aim will be to provide a concise technical note/dashboard (the precise format is to be agreed between the parties) showing:

- the status, timing and amount of each funding/finance source,
- how likely it is that each will deliver the required amount,
- if there are any constraints, dependencies or timescales attached, and
- which organisation is delivering the funding stream.

A2.11 Although not limited to such, the FIVA will specifically indicate and explain how each of the funding streams is progressing and will be used to support the delivery of the Strategy, and aligned with the latest Phasing Plan.

A2.12 The FIVA should also identify if there are any new sources of funding or finance that have become available since the last update, or could likely become available in the future, and how these might be approached to help close any remaining funding shortfall.

A2.13 BCC will summarise funding strategy progress when formal key decisions are published at periodic delivery milestones of the Strategy.

Phase 2:

A2.14 BCC, in collaboration with the EA, will update the Funding Strategy and FIVA for Phase 2 of the BAFS every 6 years (or other interval jointly agreed in advance between the parties) following the completion of the phase 1 defences until the completion of the phase 2 defences, to ensure that BCC continue to identify and collect the funding required to enable delivery of the phase 2 defences sufficiently in advance of the need.

## **Practicalities**

A2.15 BCC will convene and chair a Funding Strategy Working Group. Environment Agency will support the group. Appropriate representatives of the parties will attend up to monthly working group meetings at no cost to the project.



A2.16 The Parties will work together during the Business Cases to give appropriate consideration to the best-placed organisation to own, operate and maintain of each asset delivered or enhanced as part of the Strategy.

## APPENDIX 3 – PLANNING POLICY

### The Role of Planning Policy

- A3.1 The Parties recognise that the Strategy needs to be supported by policies in the Development Plan and guidance in Spatial Framework documents. This will be important at a strategic level to provide a steer for development and to safeguard land needed for strategic flood defences. It will also be important that policies support delivery of the strategic defences while resisting development which would not make an appropriate contribution to delivery of the Strategy.
- A3.2 As confidence in the delivery of the Strategy increases, the Strategy is expected to gain increasing weight as a material planning consideration in planning decisions.
- A3.3 With a view to building confidence in delivery of the Strategy, BCC commits to take the following interim measures:
- (a) Develop a Bristol Avon Flood Strategy Planning Position Statement, working collaboratively with the EA. This will be supported by BCC's updated Strategic Flood Risk Assessment that will set out the existing situation and also outline the implications/benefits of the Strategy using best available information, developed in consultation with the EA.
  - (b) Embed the strategic objectives set out in the Strategy in emerging Growth and Regeneration masterplans, and ensure their alignment with the delivery of the Strategy in consultation with the EA.
  - (c) Use BCC's wider controls and democratic decision-making to resist development incompatible with the Strategy, including development which:
    - i. Fails to provide on-site strategic defences where these are required as indicated by the Strategy
    - ii. Proposes development which would impede or prevent the construction of strategic defences as indicated by the Strategy
    - iii. Would cause unacceptable increase in flood risk off-site
    - iv. Would otherwise be prejudicial to the implementation of the Strategy
    - v. Where residual flood risk is not adequately mitigated
    - vi. Where a site-specific Flood Risk Assessment (FRA) fails to demonstrate the safety of the development for its lifetime, taking into account the predicted impacts of climate change
  - (d) Support a monthly coworking surgery with BCC (Local Planning Authority and Lead Local Flood Authority) and EA resources to enable, when necessary, proactive discussion of issues arising from development proposals and to explore opportunities and the implementation of the Strategy.
  - (e) Support joint training (as required) of EA and BCC officers, councillors and developers on the Bristol Avon Flood Strategy and how to make development safe from flooding.
- A3.4 The EA commits to:

- (a) Use the latest available information being developed in partnership for the Strategy when considering planning applications, in recognition of the dynamic nature of the emerging proposals.
- (b) Support a monthly coworking surgery with BCC (Local Planning Authority and Lead Local Flood Authority) and EA resources to enable, when necessary, proactive discussion of issues arising from development proposals and to explore opportunities and the implementation of the Strategy.
- (c) Support joint training (as required) of EA and BCC officers, councillors and developers on the Bristol Avon Flood Strategy and how to make development safe from flooding.

A3.5 The Parties agree that there is a pressing need for planning policy support for delivery of the Strategy, as soon as reasonably practicable and that the strategic objectives set out in the Strategy should be embedded into the policies of the Local Plan and associated development plan documents as soon as reasonably practicable.

A3.6 It is also agreed that there is a need for clear planning policy support to resist development incompatible with the Strategy.

A3.7 It will be important for the planning system to deliver appropriate developer contributions to the Strategy. The Community Infrastructure Levy provides the most appropriate current mechanism for securing such contributions. If the current law and mechanisms relating to infrastructure funding through the planning process is amended or reformed (such as the Government's proposed Infrastructure Levy as set out in the Levelling Up and Regeneration Bill, 2022) it will be essential to ensure that a funding avenue for developer contributions to the delivery of the Strategy is identified in any new arrangements.

### **Separation of Roles**

A3.8 BCC and the Agency are both public bodies with a range of statutory functions, responsibilities and powers. Neither party can agree to fetter its discretion unlawfully or predetermine whether statutory or other consents should be issued. The parties therefore declare and confirm that nothing in this commitment to collaborative working shall:

- (d) have any bearing on the exercise by BCC of its statutory functions, powers, rights, duties, responsibilities or obligations arising or imposed under any legislative provision, enactment, bylaw or regulation whatsoever, nor shall it fetter the exercise of any discretion BCC may have in any matter.
- (e) have any bearing on the exercise by the Agency of its statutory functions, powers, rights, duties, responsibilities or obligations arising or imposed under the Environment Act 1995 or any other legislative provision, enactment, bylaw or

regulation whatsoever, nor shall it fetter the exercise of any discretion the Agency may have in any matter.

- (f) create a partnership or joint venture between BCC and the Agency, constitute BCC or the Agency the agent of the other party.

A3.9 Further, save as may be expressly agreed between the parties from time to time, neither party shall:

- (a) exercise the functions or responsibilities of the other party
- (b) have any authority to enter into any contract, warranty or representation on behalf of the other party
- (c) incur liabilities that may bind or have the effect of binding the other party.
- (d) be bound by the acts or conduct of the other party.

### **Planning and the Environment**

A3.10 Environmental impact assessment will ascertain the scale of potential impacts to habitats and areas of loss, and to inform any requirements for compensatory habitat, biodiversity net gain and consenting.

A3.11 The Parties agree to work together to ensure that the relevant environmental, social and economic factors are properly taken into account in the delivery of the Strategy, with a view to the importance of delivering sustainable development and environmental net gain in line with the ambitions of the UK Government's 25 Year Environment Plan.

### **Phase 2**

A3.12 BCC, in consultation with the EA, will continue to update the local plan and other suitable planning instruments every 6 years (or other interval jointly agreed in advance between the parties) following the completion of the phase 1 defences, until the phase 2 defences are completed. This is to ensure that the BAFS will protect new development for its lifetime in accordance with national planning policy, that new development is delivered in line with the BAFS and the Local Planning Authority and Lead Local Flood Authority continue to plan for the phase 2 defences and gather funds sufficiently in advance of the need.

## APPENDIX 4 – PHASING

- A4.1 The Phasing and Delivery Plan will set out the proposed tranches of construction work, the costs and funding requirement for each tranche, together with an outline programme for detailed design, OBC and FBC approval and all other matters relevant to implementation.
- A4.2 Its purpose is to ensure each phase contributes to the overall delivery of the Strategy and can be used as a reference point through delivery. It will ensure that funding is distributed in a way that allows delivery of the whole Strategy, that delivery constraints are managed and that the timescales and delivery goals align with the Local Plan, development master plans and other projects. It will be a live plan that evolves as circumstances change and the Strategy matures.
- A4.3 The Phasing and Delivery Plan will be produced and submitted to the EA's Large Project Review Group with each Outline Business Case and updated and submitted with each Full Business Case. It should also be updated and shared at the time of publication of the Local Plan update or Strategic Flood Risk Assessment (SFRA).
- A4.4 It will be used to show how the Bristol Avon Flood Strategy fits together as a whole strategy and will be referenced when reviewing each business case as well as for assessing new development in line with the Local Plan and SFRA. It will contribute towards building confidence that the BAFS will be delivered successfully.
- A4.5 Each build stage will have an allocation of various funding streams and their relevant benefits and a plan for how it will be delivered.
- A4.6 The Phasing and Delivery Plan should identify the following information:
- The overall cost of the strategy and the cost of each build stage;
  - The overall allocations and how much FDGiA and other funding sources will be allocated to each build stage;
  - The allocation of EA Outcome Measures for each build stage;
  - The remaining gap in funding for each build stage;
  - Whether there are any particular funding constraints or mechanisms for obtaining funding for each stage;
  - The programme for each business case submission and construction timescales of each build stage;
  - The timescales for updates to the Local Plan, SFRA and development masterplans and how this aligns with the overall phasing and delivery arrangements;

- How it is anticipated that each build stage will be delivered and who will be responsible for the delivery of each build stage/phase;
- Information on land ownership and other constraints and interfaces that could impact on delivery;
- Any interdependencies between build stages.
- Intention for future maintenance of defences.

## **Phase 2**

- A4.7 The Phasing and Delivery Plan should include all phases and build stages, with estimates for later build stages and phases and up to date calculations for the first build stages and phases. The remaining stages can be updated when information becomes available, but there should be a plan for phase 2.
- A4.8 BCC, in collaboration with the EA, will continue to review and update the Phasing and Delivery Plan every 6 years (or other interval jointly agreed in advance between the parties) following the completion of the phase 1 defences until the phase 2 defences are completed, to ensure that BCC continue to monitor the adaptive strategy and plan for the delivery of the phase 2 defences sufficiently in advance of the need.
- A4.9 The Phase 1 defences will be built to allow for the future raising of the defence to the Phase 2 level and industry guidance relating to residual uncertainty (freeboard).

# Development in areas of flood risk. Planning position statement







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## Introduction

Large areas of central Bristol are at risk of flooding, both now and in the future. It is estimated that around 1,000 properties are at risk of flooding from the river Avon in the present day, and it is thought that because of climate change this figure will rise to around 4,500 existing properties by the end of the century if no action is taken. Areas of growth and regeneration identified in the emerging Bristol Local Plan, most notably Western Harbour, St Phillips Marsh and Frome Gateway are strategically important sites that need to change. They are anticipated to accommodate many new homes required to meet the needs of a growing city, but they are also located in areas at increasing risk of flooding. It is vitally important that the risk is appropriately managed so that new development in these areas is adequately safe from the risk of flooding.

## Purpose

The purpose of this document is to set out the adopted and emerging planning policy position in respect of managing flood risk in Bristol. This document does not introduce new policy requirements but does draw together existing strategy and policy and provides a guide to applicants and communities as to how flood risk can be managed through development in Bristol.

Planning decisions will continue to be made on a site-by-site basis in line with the National Planning Policy Framework and other planning considerations. The NPPF and PPG, Local Plan unless material considerations indicate otherwise, this Position Statement, the Bristol and Avon Flood Strategy, and recent appeal and called in decisions are all capable of being material planning considerations.

## Objectives

The objectives of this statement are to:

- Provide clarity on the current position and direction of travel with regards to managing flood risk in Bristol
- Promote development that is adequately safe from the risk of flooding in sustainable brownfield locations
- Set out our future aspirations for the city to rely on flood defences being delivered



## Bristol Avon Flood Strategy

### The preferred approach

The Bristol Avon Flood Strategy sets out the long-term plan to better protect homes and businesses in Bristol and neighbouring communities from River Avon flooding and enhance the river for all. The Strategic Outline Case (SOC) was endorsed by Bristol City Council's cabinet in March 2021 following technical assurance and approval by the Environment Agency. The SOC and all supporting evidence can be viewed at

[www.ask.bristol.gov.uk/bristol-avon-flood-strategy-consultation](http://www.ask.bristol.gov.uk/bristol-avon-flood-strategy-consultation)

The preferred long-term adaptive approach is to create new flood defences or raise the level of existing flood defences in phases along sections of the river Avon riverbanks to better protect people and property from the increasing risk of flooding from the river Avon.

The objectives of the strategy are:

- To support safe living, working, and travelling in and around central Bristol by ensuring flood threat is reduced and measures address residual risks
- To facilitate the sustainable growth of Bristol and the West of England by supporting opportunities for employment and residential land, and infrastructure
- To maintain natural, historic, visual, and built environments within the waterfront corridor and where possible deliver enhanced recreational, heritage and wildlife spaces
- To ensure navigation of river and marine activities continues
- To ensure the strategy is technically feasible and deliverable

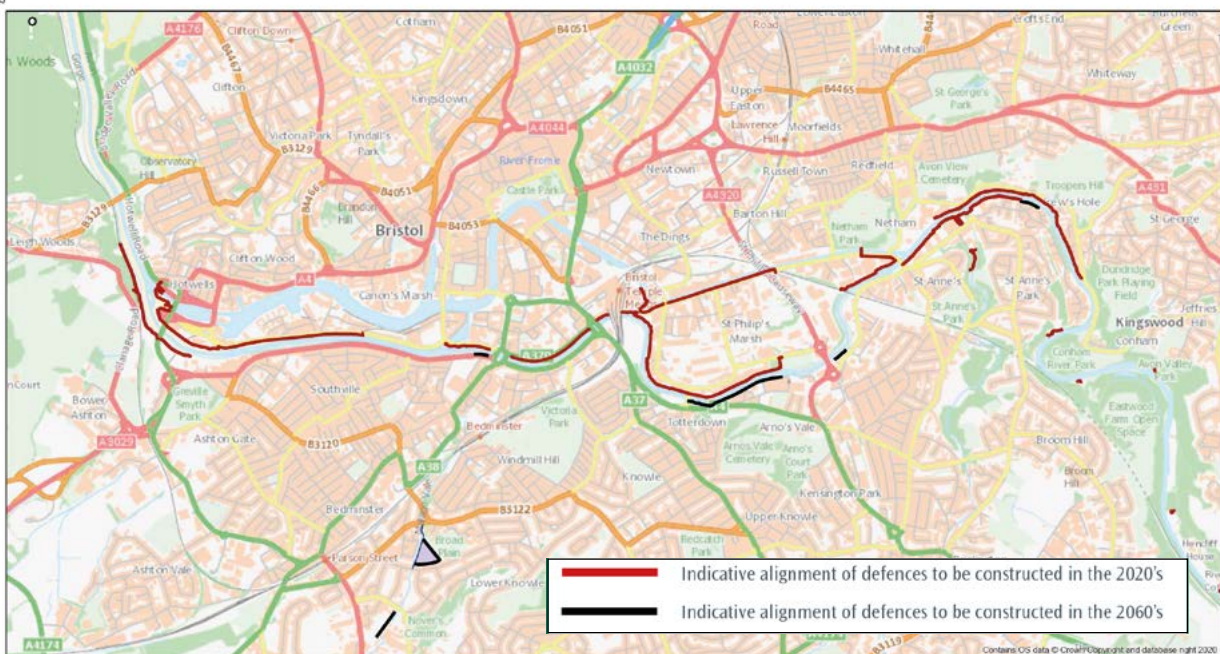
These objectives were used to evaluate the flood risk management strategic approaches and to support the appraisal process, but our vision is much broader. Our vision is to design measures that work for Bristol year-round. Defences need to better protect homes and businesses on the rare occasions that flooding occurs, but they also need to work on the vast majority of days when river levels are normal. Underpinning this vision are three pillars:

- Future-proofing the city and neighbouring communities
- Enabling a greener, more active city
- Unlocking Bristol's potential



Ours is an adaptive approach. This means we will build in phases over time as we monitor changes to the threat of flooding in Bristol. Creating and improving flood defences gives us an opportunity to improve walking and cycling routes along the river Avon. Links could be created with other parts of the city, and improved walking and cycling links could also be incorporated into the defences themselves. In areas where more space is available, defences could take the form of a green space that provides wildlife or recreation value, so that it can be enjoyed on the majority of days when there is no risk of flooding.

Having a long-term plan in place reduces the threat that flooding poses to the future success of Bristol. By defending locations currently at risk of flooding, we can unlock areas for regeneration and new development, creating the jobs, homes and public spaces needed to ensure Bristol is a resilient city where people and business can thrive now and in the future.



The geographic extents of the proposals are wide. In central Bristol, new defences are proposed along parts of the river from Cumberland Basin in the west of the city centre to St Anne's Park to the east.

## Delivery

Our proposals are ambitious and will rely on funding from a range of sources. Bristol City Council will generally seek to secure contributions towards implementation of the strategy through the Community Infrastructure Levy (or any successor). The strategy has a programme level allocation of £69m from DEFRA funding Flood Defence Grant in Aid, and a £10m allocation from the regional Economic Development Fund. In March 2022, Bristol City Council also committed £10m of reserves funding towards delivery of the strategy at its annual full council budget meeting.



Significant additional funding will need to be secured as the strategy progresses. A funding strategy is under preparation that builds on the funding identified to date, including new funding committed since the SOC adoption, and new funding yet to be committed but under consideration, including circa £20m of CIL funding, and other significant funding sources.

Contributions from the private sector will be expected, particularly from beneficiaries of the proposals such as existing businesses benefitting from a reduction in flood risk, or landowners and developers benefitting from a reduced burden to manage flood risk on a site-specific basis.

In some instances, it may be appropriate to pursue S106 contributions where such a request meets the requirements of the NPPF and CIL Regulations, namely that they are necessary to make a development acceptable in planning terms, directly related to the development, and are fairly and reasonably related in scale and kind to the development. In other instances, where off site infrastructure is required to make a site safe from flooding, development, or occupation, may not be able to happen until that infrastructure is provided. In such a scenario, statutory and non-statutory consultees will be consulted on any application to discharge such a “Grampian” type condition.

Where the Avon Flood Strategy defence alignment sits within or adjacent to the footprint of a development proposal’s site boundary, the council will proactively engage with parties and may seek works within the site to deliver part of the wider strategic defence proposals. Further clarity on the planning authority’s expectations in this scenario will develop in due course and may be the subject of a supplementary planning document expanding on the new Local Plan (once adopted).

### **Integrating with new development**

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The council wish to actively engage with developers to integrate the strategy with any proposals coming forward. The planning authority in consultation with the Environment Agency will seek to resist development that is incompatible with the flood strategy. The proposed alignment of defences has been identified, but the physical footprint of the required infrastructure has not yet been finalised and will vary significantly by location. As such, riverside proposals should seek to engage with the council at an early stage to discuss and negotiate suitable set back distances and / or identify opportunities to integrate sections of defences within development proposals. It is intended that land which requires safeguarding to enable the delivery of the strategy will be identified in the new Local Plan.



## Next steps

The outline business case to support the case for investment in the strategy phase one, build stage one, is currently under preparation. Once approved, funding will be unlocked to progress to full business case, detailed design and consenting. Our ambition is to commence build stage one construction in 2026. This focusses on new flood gates at either end of the harbour together with works upstream and downstream of the city centre. Build stage two (the remainder of phase one) is sought to be completed by around 2030. Phase two (extending and raising phase one) is anticipated to commence around 2065 but will be kept under review.

## Ensuring development is safe

### National and local policy

The National Planning Policy Framework sets out a strategic approach to mitigating and adapting to climate change, including taking account of the long-term implications of flood risk. Specifically, it notes that:

**“Inappropriate development in areas at risk of flooding should be avoided by directing development away from areas at highest risk (whether existing or future). Where development is necessary in such areas, the development should be made safe for its lifetime without increasing flood risk elsewhere.”**

And, in respect of the determination of planning applications:

**“...local planning authorities should ensure that flood risk is not increased elsewhere. Where appropriate, applications should be supported by a site-specific flood-risk assessment. Development should only be allowed in areas at risk of flooding where, in the light of this assessment (and the sequential and exception tests, as applicable) it can be demonstrated that:**

- a) within the site, the most vulnerable development is located in areas of lowest flood risk, unless there are overriding reasons to prefer a different location;
- b) the development is appropriately flood resistant and resilient such that, in the event of a flood, it could be quickly brought back into use without significant refurbishment;
- c) it incorporates sustainable drainage systems, unless there is clear evidence that this would be inappropriate;
- d) any residual risk can be safely managed; and
- e) safe access and escape routes are included where appropriate, as part of an agreed emergency plan”





At a local level the Bristol Core Strategy sets the current statutory development plan policy for managing flood risk across the City. Policy BCS16 states:

**“Development in Bristol will follow a sequential approach to flood risk management, giving priority to the development of sites with the lowest risk of flooding. The development of sites with a sequentially greater risk of flooding will be considered where essential for regeneration or where necessary to meet the development requirements of the city. Development in areas at risk of flooding will be expected to:**

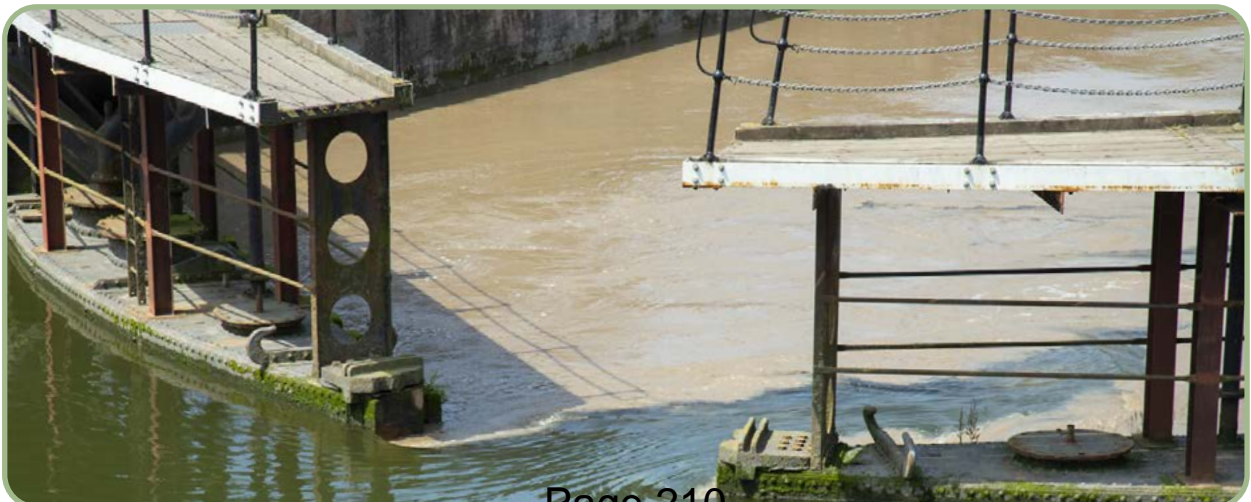
be resilient to flooding through design and layout, and/or

incorporate sensitively designed mitigation measures, which may take the form of on-site flood defence works and/or a contribution towards or a commitment to undertake such off-site measures as may be necessary, in order to ensure that the development remains safe from flooding over its lifetime.

All development will also be expected to incorporate water management measures to reduce surface water run-off and ensure that it does not increase flood risks elsewhere. This should include the use of sustainable drainage systems (SUDS).

A new Local Plan for Bristol is now in preparation, this will include new planning policy to manage flood risk; consistent with the NPPF and reflecting the importance that Bristol City Council attaches to tackling the climate emergency by planning for climate resilience.

Prior to the adoption of a new Local Plan, it is the expectation that all new development will comply with existing national and local planning policy with respect to flood risk. While the Bristol Avon Flood Strategy may be a material consideration in coming to a view on a proposed development, at this time proposals should not rely on the strategy being delivered to make a site safe. How sites are made safe will be unique to each site but will generally be composed of a suite of measures including mitigation, resilience, and adaptation.





## Emerging position

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The council is committed to delivering the flood strategy and is confident that it will be done so in a reasonable time frame. While we are still at an early stage, the preferred strategic approach has been identified, and has been consulted on publicly prior to the endorsement of the preferred approach. Funding has been secured for supporting studies to further justify the case for investment and refine the proposals.

Our ultimate ambition is to enable new development proposed in areas at risk of flooding to rely on strategic scale defences being constructed. At that point, planning applications could be assessed on the basis that those defences are built out. To reach that point will take time, but as confidence in delivery increases, so too will the weight that the strategy is given in considering individual applications.

At a Local Plan level, the emerging position is that by the time of examination, it is expected that confidence in delivery of the flood strategy will be great enough to enable the authority to allocate sites in areas at risk of flooding, subject to passing the sequential test and site-specific flood risk assessments demonstrating that the development will be safe for its lifetime and passing the exception test where relevant. This will be subject to further consideration through the local plan examination process.

## Balance of risk and benefits

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It is acknowledged that flood risk, like any risk, can never be eliminated entirely. Residual risks (for example the failure of flood management infrastructure or a more extreme flood that exceeds the mitigation design) are risks that remain after applying the sequential approach to the location of development and taking mitigating actions.

The safety of a development and its occupiers is of primary importance, and in coming to a view in determining applications, the planning authority will balance the likelihood, level, and nature of the risk of harm that could potentially arise because of flooding, as well as other planning considerations, against the benefits that a scheme brings.

## Technical requirements

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Applicants should refer to planning practice guidance with respect to flood risk together with Bristol City Council's SFRA for guidance on technical requirements to make development safe from the risk of flooding.



## Precedents of other planning permissions

It is noted and understood that comparisons may be drawn with recent decisions and / or recommendations made on planning applications in Bristol by the Planning Inspectorate and Secretary of State. As noted above, these decisions are capable of being material planning considerations in determining new applications, though they should not be considered as precedent in themselves, nor set parameters by which other applications will be assessed. Each application received by the planning authority will be assessed on its own merits, and must, in the view of the Local Planning Authority considering advice of the Environment Agency and other consultees, be adequately safe from the risk of flooding for its lifetime.

## Summary of position

Bristol City Council is committed to its plan, in partnership with the Environment Agency, to better protect homes and businesses from flooding as set out in the Bristol Avon Flood Strategy. The Strategy is also the council's preferred approach to enabling new development in areas at risk of flooding from the river Avon. However, it recognises that new development proposed in areas at risk of flooding cannot delay applications given the urgent need for new homes in the city.







The current position is that new development proposed in areas at risk of flooding cannot rely on defences being built through the Strategy. However, confidence that the Strategy will be delivered is increasing, and appropriate weight will be given to the Strategy at the time of determining individual applications based on the stage that it has got to at the time of determination of those applications.

The council welcomes safe, sustainable development proposals in areas of growth and regeneration. To achieve this early engagement with the council and Environment Agency is vital to ensure not only that development can be made safe but is also integrated in to and / or compatible with the ambition of the Bristol Avon Flood Strategy.

Ultimately, it is the intention of the council that the flood defences the city needs to ensure it is resilient to the increasing risk of flooding due to the impacts of climate change will be delivered in an effective, timely and integrated way that ensures not only better flood protection, but also provides wider benefits to the city region. By doing so, the constraint of flood risk on new development will be vastly reduced, offering the chance for higher quality development, and improved public realm for all.



## Funding Strategy Interim Update Summary

### 1. Purpose

This note summarises the strategy for funding the Bristol Avon Flood Strategy at Outline Business Case (OBC) stage, setting out:

- a) Wider context of the Bristol Avon Flood Strategy
- b) Current cost position
- c) Current funding position
- d) Overall approach to the funding strategy
- e) Principles which guide the identification of funding sources
- f) Priorities for developing the funding strategy

### 2. Bristol Avon Flood Strategy

Bristol City Council (BCC), supported by the Environment Agency (EA), is working to deliver the Bristol Avon Flood Strategy. This is a long-term plan to better protect homes and businesses from flooding from the River Avon and enhance the river for all. The ambition is for flood defences that work for Bristol year-round, not just when the river floods. By designing defences that improve public spaces, we will provide new green spaces, better access to the river, enhanced heritage features, and improved transport connections. By using this approach, we can protect Bristol and create a more active, sustainable and resilient city. We can also secure benefits for the wider region by protecting the regional transport network from severance and enhancing economic opportunities.

The Strategic Outline Case (SOC), adopted in March 2021, sets out a case for change and long-term plan for managing flood risk from the River Avon to Bristol and its neighbouring communities. Construction of the first phase is expected to begin from around 2025 and designed to be extended in Phase 2 in the 2060s.

### 3. Cost Position

The estimated total cost for Phase 1 capital delivery (in the 2020s) at SOC stage was **£216 million**.<sup>1</sup>

The funding gap varies depending on the design solutions agreed and the cost of delivery, which is currently volatile given construction cost inflation.

The ongoing Outline Business Case (OBC) stage will identify all indicative funding required for delivery of the works justified by the OBC with allowance for whole-life cost, contingency, risk and inflation, systematically updating the SOC budget estimates.

Following this from 2024 onwards, Full Business Case (FBC) for each build stage will confirm the funding position before the decision is taken to enter into construction contract(s). Surveys, engagement, design, consenting and procurement will be carried out before FBC costs are finalised.

The SOC indicatively split the Phase 1 works during 2020s into two build stages to be delivered discretely. Phase 1 Build Stage 1 (construction between 2026-2029, £89 million) and Phase 1 Build Stage 2 (commencing post 2030, £127 million).

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<sup>1</sup> All costs based on 2024 inflation allowance; 2019 price base; includes costs, fees and 60% optimism bias (except Cumberland Road reach using 46% as based on adjacent tendered works); undiscounted.

Build Stage	Components	Benefits (£m)	Capital works (£m)	Estimated Grant in Aid funding (£m)	Funding required (£m)
1	Entrance & Netham Lock flood gates. Detriment mitigation works	228	89	14	75 (84% of build)
2	The remainder of Phase 1.	753	127	55.3	72 (57% of build)

Costs, benefits and grant in aid estimate for build stages 1 and 2. Source: BAFS Strategic Outline Case, March 2021

Profiling of costs and funding between build stages will be detailed in the Funding and Investment Viability Assessment (FIVA) dashboard (see Section 5.3) and then reflected at OBC stage. This will consider timescales for delivery of each funding source and how this aligns to the build programme and development in the wider area. It will take account of potential mechanisms for obtaining funding for each stage and constraints such as land ownership that could impact on delivery.

#### 4. Funding Position

Identified funding sources for Phase 1 capital works at SOC were as follows:

- Estimated Flood Defence Grant in Aid (FDGiA) eligibility (from the Environment Agency) of £69 million. Further work is planned to strengthen the case at OBC stage.
- An Economic Development Fund programme allocation (from the West of England Combined Authority, WECA) of £10 million.

This left a total funding gap of **£137 million** (63%).

The SOC also noted BCC has funded the Cumberland Road Stabilisation Works, whose design reduces future flood defence works from the Capital programme. This can be claimed as partnership funding contributing towards BAFS but excluded from the BAFS costs.

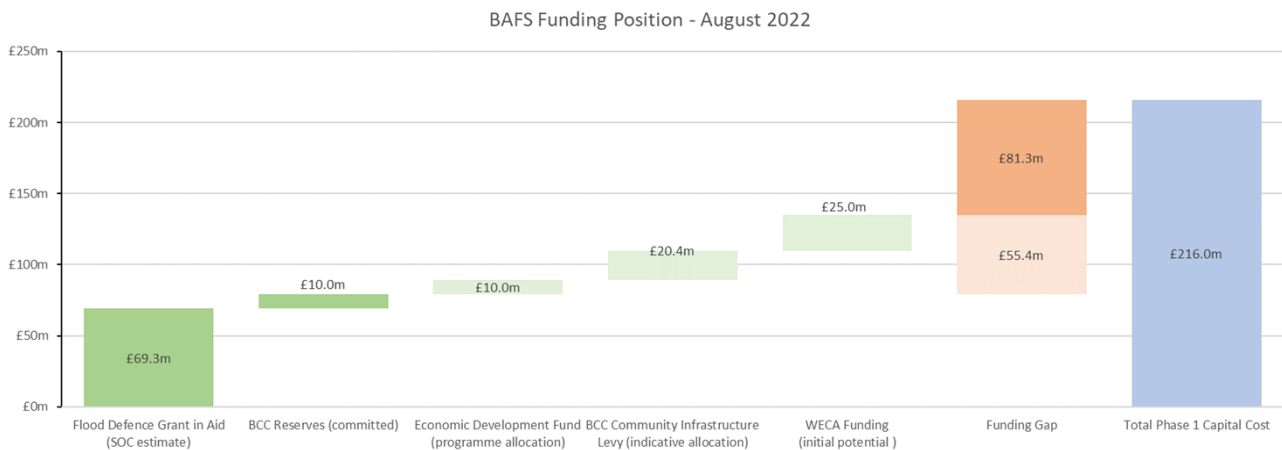
Since SOC stage, significant work has been undertaken to identify additional funding sources.

The following have been identified:

- BCC committed reserves of £10 million.
- An indicative allocation of BCC Community Infrastructure Levy<sup>2</sup> of £20.395 million, subject to approval by Council as part of the budget process.
- Potential additional WECA Funding of £25 million as identified at its Capital and Investments Board, subject to further discussions and potential business case.

When these funding sources are included, this leaves a funding gap of **£81 million** (38%).

<sup>2</sup> It will be important for the planning system to deliver appropriate developer contributions to the Strategy. The Community Infrastructure Levy provides the most appropriate current mechanism for securing such contributions. If the current law and mechanisms relating to infrastructure funding through the planning process is amended or reformed (such as the Government's proposed Infrastructure Levy as set out in the Levelling Up and Regeneration Bill, 2022) it will be essential to ensure that a funding avenue for developer contributions to the delivery of the Strategy is identified in any new arrangements.



## 5. Emerging Funding Strategy

### 5.1 Approach

The funding and financing landscape continues to evolve at pace in the flood risk management sector, so an adaptive and flexible approach is required. However, some critical foundations are common across other effective funding strategies for major infrastructure programmes:

- **Vision and Objectives:** Alignment through a shared funding vision, objectives and narrative (at regional, city and local level) that links into national priorities such as Levelling Up and regional structural funding priorities for the West of England.
- **Timeframes:** Understanding of the timeframes involved and long-term commitment. Recognise the priority to deliver each build stage at the earliest opportunity as committed funding allows.
- **Monitoring:** Effective tracking of target fund sources as well as continual horizon scanning and positioning for new funding opportunities.
- **Resourcing:** Dedicated resource by the project sponsor to continually monitor and horizon scan, identify funding opportunities and coordinate bidding resource and manage the governance requirements associated with the funding strategy.
- **Governance:** Establishing clear owners of the strategy that meet regularly to review progress, alongside a funding delivery group who are those responsible for developing bids and implementing the strategy.

### 5.2 Principles for Funding Sources

The work to identify additional sources of funding is being guided by the following principles:

- **Beneficiary Pays:** This is the principle that infrastructure schemes should, as far as practicable, be funded by those who benefit from them. There is a strong rationale for flood defence schemes being supported by taxpayer funding given that flood defences are of general public benefit. However, some parties such as nearby landowners will benefit more than others. It is reasonable that these beneficiaries should contribute more to funding the scheme if practicable.
- **Certainty:** Less certain, irregular funding sources are inherently more difficult (and hence more expensive) to borrow against, particularly by private actors without recourse to alternative funding sources. For example, a small, regular charge which has a high degree of enforceability (e.g., by the UK Government or sub-national authorities) is likely to be preferable than a larger funding source with a higher degree of uncertainty, e.g. from a voluntary or development dependent contribution.

- **Scale:** The amount of funding that is likely to be raised by a measure is an important consideration. Measures that can feasibly raise only limited funding are likely to be less suitable for inclusion in the funding package
- **Deliverability:** The extent to which identified funding options can be delivered effectively and efficiently will vary significantly. Deliverability is largely independent of the ‘beneficiary pays’ concept. Relevant considerations include: control, administrative cost and flexibility, and risk of market distortion, as well as scale of financing risk.

The eventual funding mix will include contributions secured by BCC, WECA and other sources. Other sources being explored include further central government funding, developer contributions, regional funding and land value capture.

### 5.3 Delivery

BCC will lead the development and delivery of the Funding Strategy, proactively supported by WECA and the Environment Agency. Officers of the organisations are engaged via a Funding Strategy Working Group which reports into the Project Board. This is overseeing ongoing technical work which is a) exploring and engaging with scheme beneficiaries in further detail, b) assessing scheme phasing to identify opportunities to smooth the funding profile and c) reviewing the funding options longlist with a focus on key areas such as land value capture mechanisms and green finance.

BCC will monitor the funding strategy document with a supplementary Funding and Investment Viability Assessment (FIVA) dashboard, where the progress on each funding source is reviewed and re-evaluated. This tool aligns with BCC’s intention to monitor the status, timing and amount of each funding/finance source; how likely it is that each will deliver the required amount; if there are any constraints, dependencies or timescales qualifications attached to funding drawdown; and which organisation is delivering the funding stream.

BCC’s BAFS Project Director is accountable for the Funding Strategy and the FIVA. Both are effectively live documents that will be regularly reviewed and updated throughout the project lifecycle as the Outline Business Case progresses.



0 to 10%	£0k to £1000k	0 to 1 wks
11 to 30%	£1001k to £4000k	1 to 2 wks
31 to 50%	£4001k to £10000k	2 to 5 wks
51 to 70%	£10001k to £20000k	5 to 10 wks
71 to 100%	£20001k to £-k	10 to - wks

Risk ID	Risk description		Risk status (Date when risk becomes live)	Proximity	Risk owner	Response Action		Qualitative Ranking (After Response Action)					Assumptions (for cost and time basis)	
	Source of risk	Consequence on project				Existing safeguards in place	Action	Action owner	Probability scale	Cost impact	Time impact	Cost+time impact		Priority
<b>Strategy - Engagement</b>														
1	Perception of low general awareness of risk/problem strategy seeks to address, to city and wider region.	Delay/challenge to flood strategy delivery or funding priority	Live	OBC	BCC	Non-technical summary. Evidence online.	Engagement and consultation planned at OBC and FBC stages.	BCC	L	L	H	H	M	Strategy relies on complex evidence base of extensive number of studies by range of consultants.
2	Adverse PR.	Delay/challenge to flood strategy delivery or funding priority. Lack of trust and opportunity to build consensus.	Live	OBC	BCC	Lessons from Cork shared.	Engagement and consultation planned at OBC and FBC stages.	BCC	L	L	H	H	M	
3	Interfaces with other projects/strategies engagement	Delay/challenge to flood strategy delivery.	Live	OBC	BCC	Interface management plan in SP scope. BCC leading engagement planning.	Engagement and consultation planned at OBC and FBC stages.	BCC	M	L	H	H	H	
4	Limited engagement resource(s)	Risk of delay/challenge.	Live	OBC	BCC	BCC leading engagement planning and delivery with SP support	Monitor and prioritise	BCC	L	L	M	M	M	
<b>Strategy - Consenting &amp; Approvals</b>														
5	Strategy fails to demonstrate reasonable certainty of delivery. Inadequate funding strategy, planning policy and other milestones to achieve satisfaction of EA	Limited change flood risk in strategic and site specific planning terms (requires enabling infrastructure to have reasonable certainty of delivery).	Live	OBC	BCC	Funding strategy under preparation	EA assurance to be sought.	BCC	L	L	VH	VH	H	
6	BCC - EA Legal Agreement for delivery of strategy (use of stat. powers, maintenance responsibilities)	Delay to flood strategy delivery.	Live	FBC	BCC	MOA and Initial Collaboration Agreement drafted.	Review at OBC stage. EA/BCC to identify resource.	BCC / EA	VL	L	H	H	M	
<b>Strategy - Funding</b>														
7	Funding gap prevents Phase 1 construction. Significant funding gap between Flood defence grant in aid and delivery costs. Additional funding streams not identified or secured	Delay to flood strategy delivery. Limited change flood risk in strategic and site specific planning terms (requires enabling infrastructure to have reasonable certainty of delivery).	Live	FBC	BCC	Strategy key to wider growth and regeneration proposals. Funding Strategy under preparation.	EA and BCC funding team support. OBC to develop funding stream for phase 1 works.	BCC, EA & SP	M	M	VH	VH	H	
8	Funding gap prevents Phase 1 OBCs/FBCs. £175m claimed from Local Levy (FSOD £1.996m). £100k from BCC.	Delay to flood strategy delivery.	Expired	OBC	BCC	Budget monitoring	Nov-2021 Board shared options to address £200k shortfall	BCC, EA & SP	M	L	M	M	M	
9	As scheme is better defined, SOC budget found to be insufficient for Phase 1 implementation.	Delay to flood strategy delivery. Limited change flood risk in strategic and site specific planning terms (requires enabling infrastructure to have reasonable certainty of delivery).	Live	FBC	BCC	Strategy includes benchmarked/reviewed cost estimates with optimism bias allowance.	Refine budget estimates for phase 1 works.	BCC, EA & SP	L	M	VH	VH	H	
10	Insufficient revenue funding between EA and BCC wrt maintenance liabilities	Delay to flood strategy delivery.	Live	FBC	BCC	Lessons from examples such as Derby. Precedence of Junction Lock MOU. Paper on powers and maintenance responsibilities prepared.	Review at OBC stage	BCC / EA	L	L	L	L	L	
11	Change in flood defence grant arrangements	Delay to flood strategy delivery.	Live	2026+	BCC	SOC based on 2021-2027 partnership funding rules	Review and monitor	BCC / EA	L	L	L	L	L	
12	Strategy assurance	Delay to OBCs/FBCs adoption/delivery.	Live	OBC onwards	BCC	Assurance planned with float (e.g. EA LPRG)	Review and monitor	BCC / EA	L	L	H	H	M	
13	Natural Flood Management measures increase total costs/benefits	Increase to budget identified by SOC	Live	OBC onwards	BCC	SOC includes OB	OBC scope includes NFM potential assessment focused on areas of tide lock	BCC / EA	L	L	H	H	M	
13	Insufficient funding for wider benefits or placemaking approach	Delayed/unrealised opportunities for wider benefits	Live	OBC onwards	BCC	Provide a range of placemaking options and indicate 'low' and 'high' costs	Refine budget estimates for phase 1 works.	BCC & SP	M	L	L	L	L	
<b>Strategy - Evidence base</b>														
14	Economic/Financial Appraisal analysis	Analysis of non-flood risk benefits including - GVA; Tourism; Cultural & Heritage capital; Recreation & Amenity; Transport & Active Travel	Live	OBC	BCC	Funding strategy considering priority/opportunity. SP scope allows for scoping.	BCC to identify budget	BCC & SP	H	L	M	M	M	
15	Climate change impact projections/guidance changes	Impact on defence levels/benefits, and timing of future phases.	Live	OBC	BCC	Allowances agreed with EA and BCC	Revisit in OBC scope. Monitor and review, with strategy to define triggers.	BCC & SP	H	L	L	L	M	
16	Hydraulic modelling review identifies significant refinements	Increases to OBC scope/costs/programme	Live	OBC	BCC	Third-party review planned at inception	Monitor and prioritise	BCC & SP	M	L	H	H	H	Upstream improvements to model may result in further updates to model outside of scope.
17	Hydraulic modelling assumptions/confidence	Reduces confidence in analysis	Live	OBC	BCC	Modelling at strategic level. Assumptions agreed with EA and BCC. BCC gauge installed at Redriff.	Revisit in OBC scope. Monitor changes in hydrology, joint probability and extreme water levels guidance.	BCC & SP	L	L	M	M	M	Considerable review to date.
18	Future OBC and design stages derive a significantly different freeboard allowance from the nominal 300mm used to date in the SOC	Change to costs and impact.	Live	OBC	BCC	SOC used best initial estimate (0.3m)	Review at OBC stage	BCC & SP	M	L	L	L	L	
19	Environmental assessment extensive. To keep proportionate, SOC only a partial update of the SEA documents undertaken by AECOM. Pre-Scoping Report (Activity 9C) has not been updated in line with the amended Strategy. The baseline information for the project was not updated for the SEA addendum and remained as per the 2017 submission, with exception of the Heritage Assessment	Elements of the SEA not as up to date as the Environmental Report. The baseline information risks superseded	Live	OBC	BCC		Environmental baseline and assessment to be updated further at OBC stages	BCC & SP	L	L	M	M	M	
20	Environmental Assessment scope phased with Build Stages.	Additional complexity and risk of challenge	Live	OBC	BCC	Propose combined EIA screening scoping and consenting strategy refresh at OBC	Engage Competent Authorities	BCC & SP	L	L	H	H	M	
21	Ecological and Heritage surveys required	Additional complexity and risk of challenge	Live	OBC	BCC	OBC allows baseline surveys online	Monitor and prioritise	BCC & SP	L	L	H	H	M	
22	The SEA Addendum considered the placemaking strategy but the assessment was undertaken based on the FCERM baseline approach.	Inconsistency of information if used for consultation.	Live	OBC	BCC		Environmental documentation to be updated further at future stages with better definition of placemaking strategy	BCC & SP	M	L	M	M	M	
<b>Strategy - Interfaces</b>														
23	Stakeholder confusion over interface with other projects (themselves with various stakeholder concerns)	Delay/challenge to flood strategy adoption/delivery.	Live	OBC	BCC	Clarity of messaging. Governance agreed.	Governance. Clarity of consultation language/timing. Political briefings high-level informing/data gathering in advance.	BCC & SP	M	L	M	M	M	
24	Local Choice accelerate/delay flood strategy timing/phasing due to interface with other projects	Limited change flood risk in strategic and site specific planning terms (requires enabling infrastructure to have reasonable prospect of delivery).	Live	OBC	BCC	Governance agreed.	Governance.	BCC/EA	M	M	M	M	M	For example Entrance Lock gate needs replacement/repair

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25	Interface with other sources of flood risk - surface water and sewerage. Known surcharging etc: Albert Road.	Additional cost (e.g. non-return valves)	Live	OBC	BCC	SOC considered surface water and sewerage interface at strategic level, ensuring no increase in risk.	Wessex Water ongoing study. Review at OBC.	BCC	M	L	L	L	L	
26	Interface with EA assets at Pill / Shirehampton / Keynsham / Bristol Frome	Interface with existing asses/emerging proposals	Live	OBC	BCC	Ongoing engagement.	Actively manage interface with emerging SOC's for River Frome and Markham Brook, maintenance at Pill) and BANES (wrt Keynsham strategic growth/regeneration proposals)	BCC/EA	M	L	M	M	M	
27	Funding/integration - Interface win-win opportunities missed. Obstruction - flood strategy defences footprints clash with development/proposals (or vice versa), e.g. Western Harbour and BTQ	Missed partnership funding contributions. Abortive work increasing cost and/or changing alignment/form of defences.	Live	OBC	BCC	Council actively managing interfaces. Successes include future-proof Chocolate Path repairs. Governance agreed.	Strategy not reliant on developments however emerging policy framework to enable development(s) to deliver elements. Phase 1 Stage 2 paused initially.	BCC/EA	M	M	M	M	M	Overlapping benefit areas key risk.
<b>Schemes - Consenting</b>														
28	Non-acceptance/delayed acceptance by statutory consultees (HE, NE, BCC, BANES, South Glos, North Somerset - Highways Authorities, Harbour Authorities etc)	Programme delay and potential increase in costs for additional studies/mitigation measures.	Live	OBC	BCC	Engagement to gain buy-in and support during Strategy development.	Further engagement through strategy consultee working group. Voluntary EIA, full HRA and WFD planned.	BCC & SP	L	L	H	H	M	
29	Landowner/occupier agreements protracted/delayed. Areas of land unregistered (e.g. St Philips Avon Path)	Programme delay and potential increase in costs for additional studies/mitigation measures.	Live	FBC	BCC	Default flood strategy option minimises requirement for works on third-party (i.e. nonBCC) land. Budget estimate includes compensation allowance including compounds and working access.	Early identification of likely landowner agreements and early engagement	BCC & SP	M	L	VH	VH	H	
30	Challenge to scheme(s) consenting due to perception of flood risk impact on third-parties	Programme delay and potential increase in costs for additional studies/mitigation measures.	Live	FBC	BCC	Detriment mitigation developed in consultation with EA.	Engage affected communities, identifying opportunities for win-win (e.g. Pill wall repairs and Keynsham development strategy)	BCC & SP	M	L	H	H	H	
31	Impediment of navigation and quay access	Programme delay and potential increase in costs for additional studies/mitigation measures.	Live	Delivery	BCC	Liaison with harbourmaster.	Engage with Harbourmaster and operators during OBC and design stages, identifying mitigation.	BCC & SP	L	M	M	M	M	
<b>Schemes - Engineering</b>														
32	Utilities (known/unknown) interface with proposals	Potential significant increase in costs/delay or changes to proposed alignment/form.	Live	FBC	BCC	Budget estimate optimism allowance with desk study of information from previous BCC projects.	Review at OBC stage. Surveys and engagement with utility owners.	BCC & SP	L	M	L	M	M	
33	Ground conditions including risk of Unexploded Ordnance and Contamination	Potential significant increase in costs/delay or changes to proposed alignment/form.	Live	FBC	BCC	Strategy sought to adopt precautionary approach using available GI and adjacent designs (e.g. Chocolate Path)	Review at OBC stage. Ground investigation at FBC detailed design stage (inc. UXO search).	BCC & SP	M	M	M	M	M	
34	Procurement delays. Late contractor involvement.	Potential significant increase in costs/delay.	Live	FBC	BCC	SOC includes indicative procurement options, including ECI options.	Procurement strategy to be developed	BCC	M	M	M	M	M	
35	Ground permeability may be high, affecting the effectiveness of defences by allowing water to propagate underneath them.	Effectiveness of defences may be reduced. Potential to lead to remedial construction works	Live	FBC	BCC	Some early assessment of ground conditions has been carried out.	Allow for piled / deep foundations in initial designs. Targeted assessment and GI to be undertaken at OBC.	BCC & SP	M	M	M	M	M	
36	Working with heritage / ageing assets (e.g. riparian retaining structures in Chisel Way defence may cause surcharging of drainage; risk of asset failure (e.g. Chocolate Path and Clarence Road recent collapses). Insufficient information on existing structures.	Potential significant increase in costs/delay or changes to proposed alignment/form.	Live	FBC	BCC	Budget estimate optimism allowance. BCC Harbour Condition Assessment findings.	Review at OBC stage with design, surveys and contractor engagement	BCC & SP	L	M	M	M	M	
37	Detriment mitigation proposals subject to design development e.g. Chisel Way defence may cause surcharging of drainage; Uncertainty in ground levels at new housing estate adjacent to Malago drive; Uncertainty in ground levels at Crew's Hole Road defence; Additional measures may be required further upstream of A4174	Additional optioneering and/or design work. Potential delay and increase/reduce costs. Unknown environmental impacts resulting from detriment mitigation U/S A4174.	Live	OBC	BCC	SOC recognises risk.	Review at OBC stage with design, surveys and contractor engagement including: - review connections to the culvert - incorporate housing estate ground levels into model - survey Crew's Hole ground levels - U/S A4174	BCC & SP	M	M	M	M	M	
38	Flood strategy interface with rail assets - At Bower Ashton (reach 10) the railway acts a conduit during flooding events - At Sea Mills the railway bridge across the River Trym is at risk of getting flooded in 2065 as the soffit level is below the FCERM 2065 FDL. - Flood gate across heritage railway - Flood wall adjacent to Temple Meads abutment	Flooding of the railway will cause flooding to properties either side of the railway.	Live	Delivery	BCC	SOC recognises risk.	OBC to include engagement with Network Rail to explore opportunities to assist in their protection of their asset	BCC & SP	M	M	H	H	H	
39	Damage (or risk of damage) to third-party structures (e.g. adjacent buildings)	Potential significant increase in costs/delay or changes to proposed alignment/form.	Live	Delivery	BCC	SOC recognises risk and adopts precautionary approach.	Review at OBC stage with design, surveys and contractor engagement	BCC & SP	M	M	M	M	M	
40	Asset maintenance requirements/access yet to be defined.	May require redesign or additional land take	Live	FBC	BCC	SOC recognises risk and adopts precautionary approach.	Review at OBC stage with design, surveys and contractor engagement	BCC & SP	M	M	L	M	M	
<b>Schemes - Environment</b>														
41	The amended Strategy contains a number of direct impacts on heritage assets. Risk of archaeology	Potential requirement for consent from Historic England/LPA. Potential significant increase in costs/delay or changes to proposed alignment/form.	Live	FBC	BCC	Heritage baseline and assessment completed.	Environmental documentation to be updated further at future stages. Engage with HE.	BCC & SP	M	M	H	H	H	
42	Environmental impacts deemed too great or inadequately mitigated	Potential significant increase in costs/delay or changes to proposed alignment/form.	Live	FBC	BCC	SOC adopts precautionary approach with budget allowance for mitigation	Design, engagement, consultation and further environmental assessment proposed in future stages.	BCC & SP	L	M	H	H	M	
43	The design of detriment mitigation measures has been undertaken to a different level of detail in comparison to the flood defence design	The impacts reported within the Environmental Report may change on closer inspection	Live	FBC	BCC	SOC recognises risk.	Environmental documentation to be updated further at future stages, following greater definition of these defences	BCC & SP	M	M	H	H	H	
44	Environment Bill (emerging) to require Biodiversity Net Gain	Additional costs/delays.	Live	FBC	BCC	SOC states ambition for BNG. BCC exploring offsetting locations.	To be considered as part of OBC	BCC & SP	H	M	M	M	M	Consenting strategy to consider BGN for entire strategy.
<b>General Risks</b>														
45	Widespread flood event	Recovery/repair costs. Potential to accelerate/change in project direction. Implications on scope, programme and cost.	Live	All	BCC	Communication with BCC and Council leadership	Seek to deliver defences at pace, phasing OBCs	BCC	L	VH	VH	VH	H	
46	Underfall Yard sluice operation failure - open and unable to emergency repair (and harbour drains down)	Unplanned harbour drawdown - poor condition of assets. Risk of operator issues. Vulnerability of walls and navigation craft.	Live	All	BCC	Temporary repair	Ongoing monitoring and preparation of business case for permanent repairs	BCC	M	VH	VH	VH	H	fewer emergency measures they could take to keep water in and water draining out would occur whatever the weather.
47	Underfall Yard sluice operation failure - close and unable to emergency repair (and flooding)	If coincide with fluvial flood - over 100 homes inundated.	Live	All	BCC	Temporary repair	Ongoing monitoring and preparation of business case for permanent repairs	BCC	L	L	M	M	M	failing closed at the same time as a fluvial flood event, albeit relatively probable event (5%AP was the highest probability we had to model). Over 100 homes would be flooded in such a situation.

47	Entrance Lock sluices operation failure - open	Navigation through Entrance Lock hindered.	Live	All	BCC	Temporary repair	Ongoing monitoring and preparation of business case for permanent repairs	BCC	H	L	M	M	M	
48	Resourcing pressures for EA / Council reduce assurance	Error delays/prevents progress to next stage without rework	Live	All	BCC	Project Board escalation		BCC	VH	L	M	M	H	NEAS and City Design assurance roles TBC



# Equality Impact Assessment [version 2.9]



Title: Bristol Avon Flood Strategy	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input checked="" type="checkbox"/> Other [please state] Update	<input type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Economy of place	Lead Officer name: Shaun Hartley
Service Area: City Transport	Lead Officer role: Project Director

## Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

### 1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

To seek Cabinet endorsement of various components of the Bristol Avon Flood Strategy as it progresses through its delivery stages. To note the indicative future allocation of capital funding for the project.
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### 1.2 Who will the proposal have the potential to affect?

<input type="checkbox"/> Bristol City Council workforce	<input type="checkbox"/> Service users	<input checked="" type="checkbox"/> The wider community
<input type="checkbox"/> Commissioned services	<input checked="" type="checkbox"/> City partners / Stakeholder organisations	
Additional comments: Delivery of the flood strategy will impact a range of stakeholders. At this stage, we are seeking to update cabinet on progress only. The Outline Business Case is due for completion in 2023, and will be informed by an equalities impact assessment prior to seeking approval from cabinet.		

### 1.3 Will the proposal have an equality impact?

Could the proposal affect access levels of representation or participation in a service, or does it have the potential to change e.g. quality of life: health, education, or standard of living etc.?

If 'No' explain why you are sure there will be no equality impact, then skip steps 2-4 and request review by Equality and Inclusion Team.

If 'Yes' complete the rest of this assessment, or if you plan to complete the assessment at a later stage please state this clearly here and request review by the Equality and Inclusion Team.

<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	[please select]
------------------------------	--	-----------------

The proposal does not introduce any new policy nor seek approval of any designs or to progress to delivery stage. A full EqIA will be carried out at the appropriate time prior to seeking approval of any updated proposal.

## Step 2: What information do we have?

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

Please use this section to demonstrate an understanding of who could be affected by the proposal. Include general population data where appropriate, and information about people who will be affected with particular reference to protected and other relevant characteristics: <https://www.bristol.gov.uk/people-communities/measuring-equalities-success>.

Use one row for each evidence source and say which characteristic(s) it relates to. You can include a mix of qualitative and quantitative data e.g. from national or local research, available data or previous consultations and engagement activities.

Outline whether there is any over or under representation of equality groups within relevant services - don't forget to benchmark to the local population where appropriate. Links to available data and reports are here [Data, statistics and intelligence \(sharepoint.com\)](#). See also: [Bristol Open Data \(Quality of Life, Census etc.\)](#); [Joint Strategic Needs Assessment \(JSNA\)](#); [Ward Statistical Profiles](#).

For workforce / management of change proposals you will need to look at the diversity of the affected teams using available evidence such as [HR Analytics: Power BI Reports \(sharepoint.com\)](#) which shows the diversity profile of council teams and service areas. Identify any over or under-representation compared with Bristol economically active citizens for different characteristics. Additional sources of useful workforce evidence include the [Employee Staff Survey Report](#) and [Stress Risk Assessment Form](#)

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
<b>Additional comments:</b>	

### 2.2 Do you currently monitor relevant activity by the following protected characteristics?

<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender Reassignment
<input type="checkbox"/> Marriage and Civil Partnership	<input type="checkbox"/> Pregnancy/Maternity	<input type="checkbox"/> Race
<input type="checkbox"/> Religion or Belief	<input type="checkbox"/> Sex	<input type="checkbox"/> Sexual Orientation

### 2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps, then state this clearly with a justification.

For workforce related proposals all relevant characteristics may not be included in HR diversity reporting (e.g. pregnancy/maternity). For smaller teams diversity data may be redacted. A high proportion of not known/not disclosed may require an action to address under-reporting.

## 2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this had been of Bristol’s diverse communities. See <https://www.bristol.gov.uk/people-communities/equalities-groups>.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure please refer to [Managing change or restructure \(sharepoint.com\)](#) for advice on consulting with employees etc. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups and trades unions as well as affected staff.

## 2.5 How will engagement with stakeholders continue?

Explain how you will continue to engage with stakeholders throughout the course of planning and delivery. Please describe where more engagement and consultation is required and set out how you intend to undertake it. Include any targeted work to seek the views of under-represented groups. If you do not intend to undertake it, please set out your justification. You can ask the Equality and Inclusion Team for help in targeting particular groups.

## Step 3: Who might the proposal impact?

Analysis of impacts must be rigorous. Please demonstrate your analysis of any impacts of the proposal in this section, referring to evidence you have gathered above and the characteristics protected by the Equality Act 2010. Also include details of existing issues for particular groups that you are aware of and are seeking to address or mitigate through this proposal. See detailed guidance documents for advice on identifying potential impacts etc. [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#)

### 3.1 Does the proposal have any potentially adverse impacts on people based on their protected or other relevant characteristics?

Consider sub-categories (different kinds of disability, ethnic background etc.) and how people with combined characteristics (e.g. young women) might have particular needs or experience particular kinds of disadvantage.

Where mitigations indicate a follow-on action, include this in the ‘Action Plan’ Section 4.2 below.

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many groups)	
<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>

Potential impacts:	
Mitigations:	
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	
Mitigations:	

### 3.2 Does the proposal create any benefits for people based on their protected or other relevant characteristics?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support our Public Sector Equality Duty to:

- ✓ Eliminate unlawful discrimination for a protected group
- ✓ Advance equality of opportunity between people who share a protected characteristic and those who don't
- ✓ Foster good relations between people who share a protected characteristic and those who don't


## Step 4: Impact

## Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek feedback and review from the Equality and Inclusion Team before requesting sign off from your Director<sup>1</sup>.

<b>Equality and Inclusion Team Review:</b>	<b>Director Sign-Off:</b>
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<sup>1</sup> Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.

<b>Reviewed by Equality and Inclusion Team</b>	
Date: 17/08/2022	Date: 13.9.2022

## Eco Impact Checklist

<b>Title of report:</b> Bristol Avon Flood Strategy				
<b>Report author:</b> Shaun Hartley				
<b>Anticipated date of key decision</b> Oct 2022				
<b>Summary of proposals:</b> To seek Cabinet endorsement of various components of the Bristol Avon Flood Strategy as it progresses through its delivery stages. To note the indicative future allocation of capital funding for the project.				
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	No			
The appearance of the city?	No			
Pollution to land, water, or air?	No			
Wildlife and habitats?	No			
<b>Consulted with:</b>				
<b>Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u></b>				
None, the cabinet report does not seek to approve any new proposals or strategy, only to note progress and approve various elements in relation to funding, and note the need to resist development proposals that are incompatible with the flood strategy previously approved by cabinet in March 2021.				
<b>Checklist completed by:</b>				
Name:			Matthew Sugden	
Dept.:			City Transport	
Extension:			23211	
Date:			17/8/2022	
Verified by Environmental Performance Team			Daniel Shelton 19/08/2022	

## Decision Pathway – Report

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 04 October 2022

<b>TITLE</b>	Procurement of household goods contract in respect of the Local Crisis and Prevention Fund (LCPF) and Temporary Accommodation Furnished Tenancies scheme.																																						
<b>Ward(s)</b>	All																																						
<b>Author:</b> Matthew Kendall		<b>Job title:</b> Benefits Technical Manager																																					
<b>Cabinet lead:</b> Deputy Mayor/Cabinet member for City Economy, Finance and Performance, Cllr Cheney		<b>Executive Director lead:</b> Mike Jackson																																					
<b>Proposal origin:</b> Other																																							
<b>Decision maker:</b> Cabinet Member																																							
<b>Decision forum:</b> Cabinet																																							
<b>Purpose of Report:</b> This report seeks approval to deliver a procurement solution, via a compliant tender process, for the household goods contract in respect of the Local Crisis and Prevention Fund (LCPF) and Temporary Accommodation Furnished Tenancies scheme for a period of up to 5 years.																																							
<b>Evidence Base:</b>  The LCPF and Temporary Accommodation Furnished Tenancies scheme household goods contract is one of several furniture contracts within the council, that are due to be reprocured by April 2023. The re-procurement of this contract is also being considered as part of a multiple tender process for other furniture contracts throughout the council, to ensure overall value for money.  The LCPF scheme administers applications for just over 4,200 low-income households per year, in crisis/emergency, requiring household goods, but also provides assistance to around 60 homeless households in temporary accommodation via a resettlement support package, to furnish their properties when moving onto more stable accommodation. Household goods are delivered and fitted by providing a mixture of new and reused white goods and other essential household items. Both schemes assist households moving in to more secure, but unfurnished tenancies, or where they cannot afford to replace broken goods.  Of the 4,260 applications received for both schemes in 2021/22, 55% of claims and 2,325 households were awarded household goods.  A breakdown of LCPF 2,325 awards and 4,093 items awarded is as below.																																							
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%;">Beds (Singles and Doubles)</td> <td style="width: 15%; text-align: center;">325</td> <td style="width: 33%;">Cooker - Electric double cavity</td> <td style="width: 15%; text-align: center;">969</td> </tr> <tr> <td>Bed - Bunk Bed with mattresses</td> <td style="text-align: center;">54</td> <td>Cooker - Gas single cavity</td> <td style="text-align: center;">90</td> </tr> <tr> <td>Cot and mattress</td> <td style="text-align: center;">14</td> <td>Freezer</td> <td style="text-align: center;">474</td> </tr> <tr> <td>Mattress (Singles and Doubles)</td> <td style="text-align: center;">96</td> <td>Fridge</td> <td style="text-align: center;">860</td> </tr> <tr> <td>Bedding set (Singles and Doubles)</td> <td style="text-align: center;">45</td> <td>Fridge/Freezer</td> <td style="text-align: center;">56</td> </tr> <tr> <td>Sofa</td> <td style="text-align: center;">229</td> <td>Washing machine</td> <td style="text-align: center;">718</td> </tr> <tr> <td>Table and chairs</td> <td style="text-align: center;">116</td> <td>Kitchen Starter Pack</td> <td style="text-align: center;">6</td> </tr> <tr> <td>Miscellaneous</td> <td style="text-align: center;">22</td> <td>Flooring and Curtains</td> <td style="text-align: center;">19</td> </tr> <tr> <td><b>Total</b></td> <td colspan="3" style="text-align: right;"><b>4,093</b></td> </tr> </table>				Beds (Singles and Doubles)	325	Cooker - Electric double cavity	969	Bed - Bunk Bed with mattresses	54	Cooker - Gas single cavity	90	Cot and mattress	14	Freezer	474	Mattress (Singles and Doubles)	96	Fridge	860	Bedding set (Singles and Doubles)	45	Fridge/Freezer	56	Sofa	229	Washing machine	718	Table and chairs	116	Kitchen Starter Pack	6	Miscellaneous	22	Flooring and Curtains	19	<b>Total</b>	<b>4,093</b>		
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The current supplier is responsible for the provision of new and re-used furniture, with re-used goods being subcontracted to a furniture recycling and rehabilitation charity. At present about 15% of the overall contract is serviced by re-used goods. Any new tender process and contract will take into account any issues or specifications required within the Sustainability pre-Specification Assessment. This will include requirements, about materials used in goods, transportation and package waste.

For the Temporary Accommodation Furnished Tenancies scheme, this currently assists 60 households a year but is planned to increase over the next 5 years but should remain within the overall top end budget parameters of £40k per year. Spend in 2020/21 which was £27,520 and 2021/22 £36,480 and is predicted to be a similar amount of 2022/23.

The existing contract expires at the end of March 2023 and we now looking to award a four, plus one year contract, in line with advice from advice from Procurement, via the best compliant process, that will deliver value for money, as well as add social value and be in accordance with the sustainability policy.

The overall maximum value of this contract is up to £5m over the potential 5 years but contains no commitment to spend and giving the council complete flexibility and alignment to the annual budgeted resources available during the contract period.

The overall spend totals are based on the following assumptions. LCPF budget for household goods at £500k per year, with £250k being funded from the General Fund (GF) and £250k from the Housing Revenue Account (HRA). Noting this split arrangement is only in place until the end of the financial year 2023/24. £40k per year in respect of the Temporary Accommodation Furnished Tenancies scheme. Giving a total of £2.7m.

In additional a further possible spend of £460k per year has been added for all 5 years, making a possible addition of £2.3m and total contract of up to £5m. Any additional spend has been estimated based on increased funding during COVID and the increased government grants and spend in LCPF of £1m in 2020/21 and 2021/22, and in case any extra government finance becoming available from 2023/24 onwards. This could also be used to finance any additional spend by the Temporary Accommodation Furnished Tenancies scheme if demand is higher than predicted or revised budgets dictate.

Of the additional £2.3m, any additional spend would be subject to additional government grant funding and approval by the council for this to be spent on this contract and would subject to normal sign off and approval routes.

#### **Cabinet Member / Officer Recommendations:**

That Cabinet:

1. Approve the procurement of a contract/s to deliver the Local Crisis and Prevention Fund's and Temporary Accommodation Furnished Tenancies scheme household goods contracts.
2. Authorise the Director of Finance in consultation with the Deputy Mayor with responsibility for Finance, Governance, Property and Culture, to take all the steps necessary to procure and award both contracts up to the value of £5m from 1<sup>st</sup> April 2023 up to 31<sup>st</sup> March 2028.

#### **Corporate Strategy alignment:**

The Local Crisis and Prevention Fund household goods scheme aligns to the corporate strategy in which the vision is for Bristol to be a city:

1. That reduces and prevents homelessness and rough sleeping by tackling the underlying causes.
2. Alleviates poverty and reduces the impact of social and economic disadvantage on different groups of people.
3. Where children and young people are supported by the city, their community, and the council to have the best possible start in life and breaking cycles of disadvantage, poverty.
4. Of low waste city, by increasing recycling, repair, reuse and sharing of goods.

This would be achieved by providing support to households who are on a low income, so that levels of poverty are reduced with the associated health benefits and other opportunities this brings.



**City Benefits:**

The successful award of this contract will allow suppliers, on behalf of Bristol City Council, to assist low income families with the ability to acquire furniture which would otherwise be unavailable to them diminished, and therefore to increase tenancy sustainment, reduce poverty and increase health prospects.

**Consultation Details:** Relevant Procurement and Legal Teams, plus feedback from existing suppliers and service users.

**Background Documents:**

[Local Crisis and Prevention Fund Procurement Cabinet Paper 2018](#)

[Local Crisis and Prevention Fund Policy 2022/23](#)

<b>Revenue Cost</b>	Up to £5m	<b>Source of Revenue Funding</b>	General Fund (via LCPF and Temporary Accommodation Furnished Tenancies scheme budgets), with £250k from the Housing Revenue Account in 2023/24.
<b>Capital Cost</b>	£N/A	<b>Source of Capital Funding</b>	N/A
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:** This paper requires approval to procure via a compliant tendering process a contract to deliver the Local Crisis and Prevention Fund's (LCPF) household goods contract. The current contract expires end of March 2023. I can confirm the LCPF approved Budget for 2022/23 of £500k (£250k core Budget plus £250k from Housing Revenue Account HRA) and £40k for Temporary Accommodation Furnished Tenancy scheme. The HRA funding is currently only promised till the end of 2023/24.

Budgets for 2023/24 and future years have not been set and could be subject to change.

The contract value of £5m over five years being requested is for procurement flexibility and does not form a commitment to spend. Any expenditure would be within existing / approved budget envelope.

**Finance Business Partner:** Olubunmi Kupoluyi, Finance Business Partner Resources, 05 September 2022.

**2. Legal Advice:** The proposal is to let a contract or series of contracts to providers following a compliant procurement process, (ie complying with the Public Contracts Regulations and the councils own procurement rules). The contract term is to be 4 years with an option to extend for a further one year – subject to keeping within budget.

**Legal Team Leader:** Eric Andrews; Legal Service; 23.8.22

**3. Implications on IT:** I can see no implications on IT in regard to this activity.

**IT Team Leader:** Gavin Arbuckle – Head of Service Improvement and Performance, 25 July 2022

**4. HR Advice:** No HR implications evident

**HR Partner:** Bryn Williams, HR Business Partner, 18 July 2022

<b>EDM Sign-off</b>	Denise Murray	24/08/2022
<b>Cabinet Member sign-off</b>	Deputy Mayor/Cabinet member for City Economy, Finance and Performance, Cllr Cheney	01/09/2022
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	13/09/2022

<b>Appendix A – Background and illustrative options</b>	NO
<b>Appendix B – Details of consultation carried out - internal and external</b>	NO
<b>Appendix C – Summary of any engagement with scrutiny</b>	NO
<b>Appendix D – Risk assessment</b>	YES
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	YES
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	YES
<b>Appendix G – Financial Advice</b>	NO
<b>Appendix H – Legal Advice</b>	NO
<b>Appendix I – Exempt Information</b>	NO
<b>Appendix J – HR advice</b>	NO
<b>Appendix K – ICT</b>	NO
<b>Appendix L – Procurement</b>	NO



# Equality Impact Assessment [version 2.9]

Title: Procurement of household goods contract in respect of the Local Crisis and Prevention Fund (LCPF) and Temporary Accommodation Furnished Tenancies scheme.	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input checked="" type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Resources	Lead Officer name: Matthew Kendall
Service Area: Finance/Benefits	Lead Officer role: Benefits Technical Manager

## Step 1: What do we want to do?

The purpose of an Equality Impact Assessment is to assist decision makers in understanding the impact of proposals as part of their duties under the Equality Act 2010. Detailed guidance to support completion can be found here [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](https://sharepoint.com).

This assessment should be started at the beginning of the process by someone with a good knowledge of the proposal and service area, and sufficient influence over the proposal. It is good practice to take a team approach to completing the equality impact assessment. Please contact the [Equality and Inclusion Team](#) early for advice and feedback.

### 1.1 What are the aims and objectives/purpose of this proposal?

Briefly explain the purpose of the proposal and why it is needed. Describe who it is aimed at and the intended aims / outcomes. Where known also summarise the key actions you plan to undertake. Please use plain English, avoiding jargon and acronyms. Equality Impact Assessments are viewed by a wide range of people including decision-makers and the wider public.

The proposal is to tender for a replacement contract for essential household goods (e.g. white goods and beds) from April 2023, which will be delivered and fitted by providing a mixture of c4,000 new and reused items to c2,400 low income households per year, looking to move from temporary or supported accommodation in to more secure, but unfurnished, secure tenancies, or where they cannot afford to replace broken goods.

The mechanism will be through the council's Local Crisis and Prevention Fund and Temporary Accommodation Furnished Tenancies scheme.

### 1.2 Who will the proposal have the potential to affect?

<input type="checkbox"/> Bristol City Council workforce	<input checked="" type="checkbox"/> Service users	<input checked="" type="checkbox"/> The wider community
<input type="checkbox"/> Commissioned services	<input type="checkbox"/> City partners / Stakeholder organisations	
Additional comments:		

### 1.3 Will the proposal have an equality impact?

Could the proposal affect access levels of representation or participation in a service, or does it have the potential to change e.g. quality of life: health, education, or standard of living etc.?

If 'No' explain why you are sure there will be no equality impact, then skip steps 2-4 and request review by Equality and Inclusion Team.

If 'Yes' complete the rest of this assessment, or if you plan to complete the assessment at a later stage please state this clearly here and request review by the Equality and Inclusion Team.

<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	[please select]
---	-----------------------------	-----------------

The procurement and therefore delivery and fitting of essential household goods, although will have a positive effect on many low-income households and therefore various equalities groups, does need to be mindful of accessibility and delivery of these goods, so as to not have any negative effects and therefore disadvantage some groups.

## Step 2: What information do we have?

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

Please use this section to demonstrate an understanding of who could be affected by the proposal. Include general population data where appropriate, and information about people who will be affected with particular reference to protected and other relevant characteristics: <https://www.bristol.gov.uk/people-communities/measuring-equalities-success>.

Use one row for each evidence source and say which characteristic(s) it relates to. You can include a mix of qualitative and quantitative data e.g. from national or local research, available data or previous consultations and engagement activities.

Outline whether there is any over or under representation of equality groups within relevant services - don't forget to benchmark to the local population where appropriate. Links to available data and reports are here [Data, statistics and intelligence \(sharepoint.com\)](#). See also: [Bristol Open Data \(Quality of Life, Census etc.\)](#); [Joint Strategic Needs Assessment \(JSNA\)](#); [Ward Statistical Profiles](#).

For workforce / management of change proposals you will need to look at the diversity of the affected teams using available evidence such as [HR Analytics: Power BI Reports \(sharepoint.com\)](#) which shows the diversity profile of council teams and service areas. Identify any over or under-representation compared with Bristol economically active citizens for different characteristics. Additional sources of useful workforce evidence include the [Employee Staff Survey Report](#) and [Stress Risk Assessment Form](#)

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
<a href="#">Census 2011</a> and <a href="#">Census 2021</a>  <a href="#">2011 Census Key Statistics About Equalities Communities</a>	The Census details the demographic profile of Bristol. The first results of the 2021 census has just become available, but detailed demographic data not being available until October 2022, so is still informed by 2011 census and other population related documents (listed below).
<a href="#">The population of Bristol</a>	Updated annually. The report brings together statistics on the current estimated population of Bristol, recent trends in population, future projections and looks at the key characteristics of the people living in Bristol.
<a href="#">New wards: data profiles</a>  <a href="#">Ward Profiles - Power BI tool</a>	The Ward Profiles provide a range of data-sets, including Population, Life Expectancy, health and education disparities etc. for each of Bristol's electoral wards.
<a href="#">Joint Strategic Needs Assessment (JSNA)</a>	The Joint Strategic Needs Assessment reports on the health and wellbeing needs of the people of Bristol. It brings together detailed information on local health and wellbeing needs and looks ahead at emerging challenges and projected future needs. The JSNA is used to provide a comprehensive picture of the health and wellbeing needs of Bristol (now and in the future); inform decisions about how we design, commission and deliver services, and also about how the urban environment is planned and managed; improve and protect health and wellbeing outcomes across the city while reducing health

inequalities; and provide partner organisations with information on the changing health and wellbeing needs of Bristol, at a local level, to support better service delivery.

[Quality of life survey 2021/22](#)

The percentage of those who find it difficult to manage financially differs according to various demographic groups. On average 8.7% of respondents to the quality of life survey found it difficult to manage. The following groups were more likely to be struggling:

Group	% finding it difficult to manage
Black, Asian and minority ethnic	14.9
Other religion (not Christian or no religion)	18.2
Parents	12.0
Single parents	28.6
Disabled	21.6

Those who are struggling financially are more likely to be on a low income and need assistance in this area.

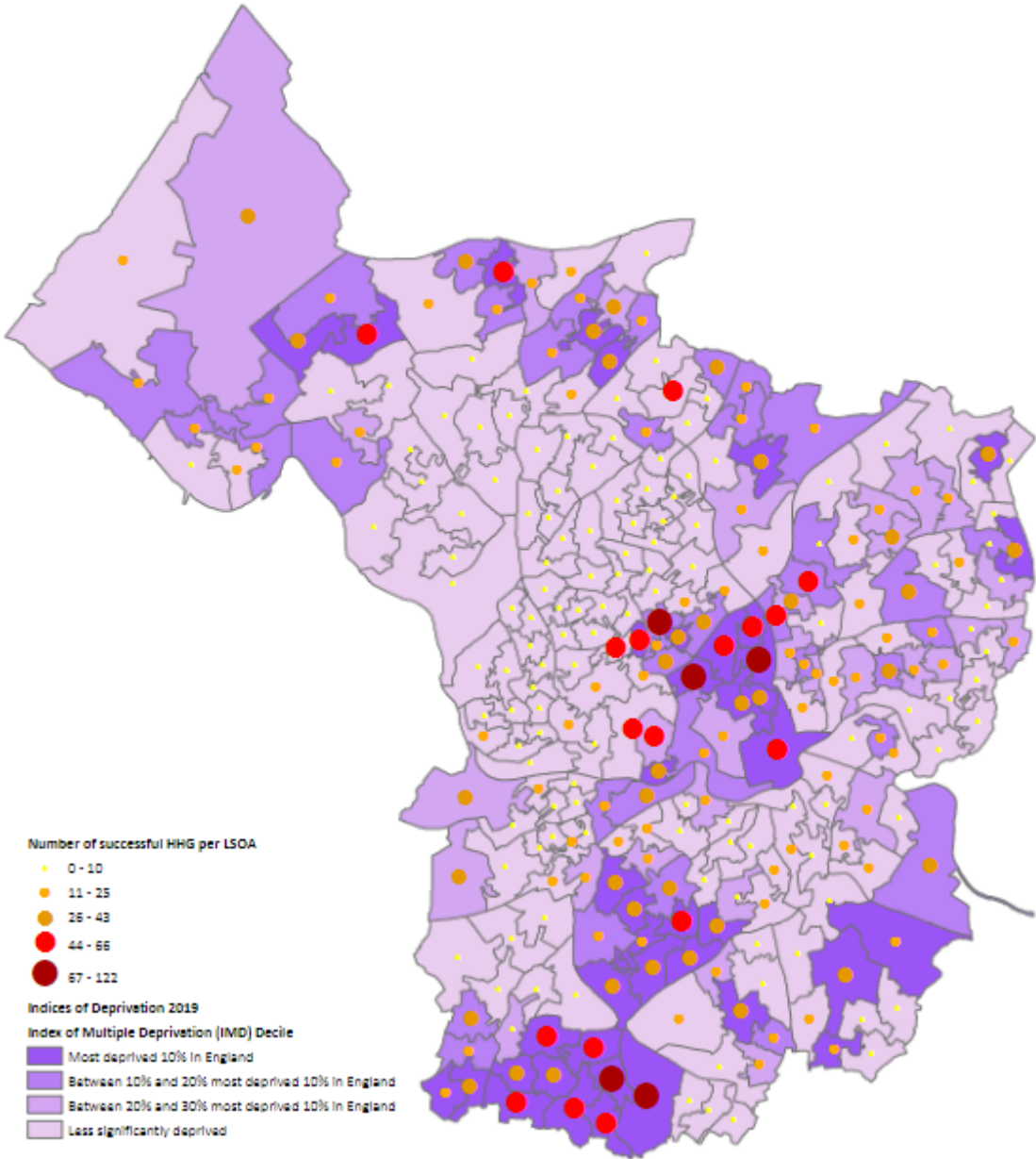
**Additional comments:**

Local Crisis Prevention Fund users data based on 1 year's data from 2020/ 2021.

Outcome	Households	Percentage
Awarded	4726	58%
Refused	2489	31%
Withdraw/pending	926	11%
Total	8141	
<b>Family Type</b>		
Couple	208	3%
Family	620	8%
Lone Parent	2967	36%
Pensioner	321	4%
Single	4025	49%
<b>Reason for application</b>		
Benefit Delay	250	3%
COVID (UC drop in income)	399	6%
Debt	1346	19%
Domestic Violence	205	3%
Homelessness	813	11%
Other	2489	34%
Prison Leaver	297	4%
Benefit Sanction	22	0.3%
School Uniform	799	11%
Universal Credit Issues	595	8%

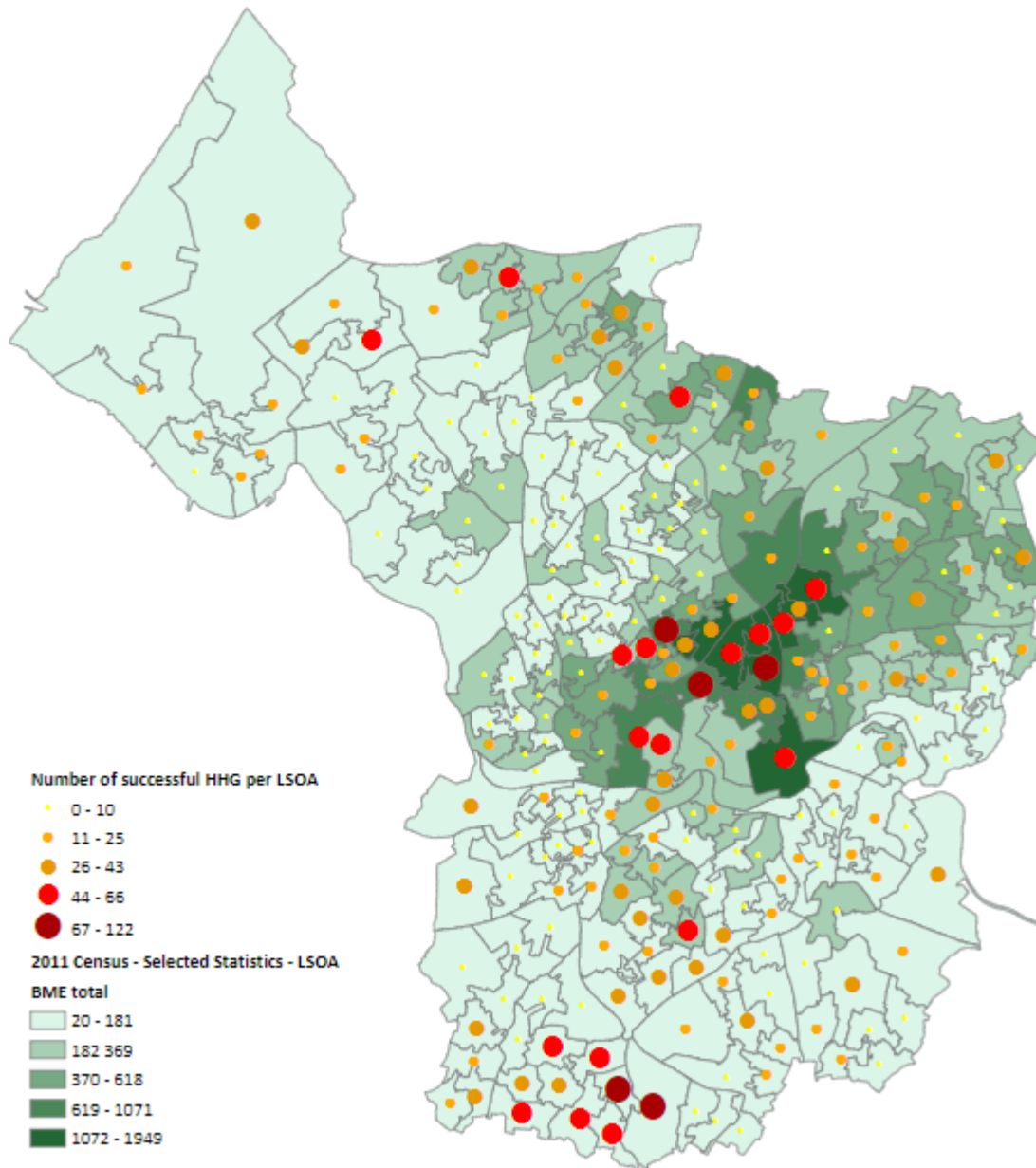
Area	Households	Percentage
<b>Gender</b>		
Female	5185	64%
Male	2956	36%
<b>Number of children</b>		
10	1	0.01%
9	1	0.01%
8	2	0.02%
7	7	0.09%
6	41	1%
5	113	1%
4	353	4%
3	603	7%
2	1144	14%
1	1322	16%
0	4554	56%
<b>Age</b>		
80+	16	0.20%
70-79	62	1%
60-69	345	4%
50-59	935	11%
40-49	1580	19%
30-39	3088	38%
20-29	2047	25%
-20	68	1%

# Successful LCPF Household goods applications by LSOA with Indices of Multiple Deprivation





## Successful LCPF Household goods applications by LSOA with BME population figures



### 2.2 Do you currently monitor relevant activity by the following protected characteristics?

- |  |  |  |
|--|--|--|
| <input checked="" type="checkbox"/> Age                            | <input type="checkbox"/> Disability          | <input type="checkbox"/> Gender Reassignment |
| <input checked="" type="checkbox"/> Marriage and Civil Partnership | <input type="checkbox"/> Pregnancy/Maternity | <input checked="" type="checkbox"/> Race     |
| <input type="checkbox"/> Religion or Belief                        | <input checked="" type="checkbox"/> Sex      | <input type="checkbox"/> Sexual Orientation  |

### 2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This doesn't mean that you can't complete the assessment without the information, but you need to follow up the action and if necessary, review the assessment later. If you are unable to fill in the gaps, then state this clearly with a justification.

For workforce related proposals all relevant characteristics may not be included in HR diversity reporting (e.g. pregnancy/maternity). For smaller teams diversity data may be redacted. A high proportion of not known/not disclosed may require an action to address under-reporting.

Although our corporate approach is to collect diversity monitoring for all relevant characteristics, there are gaps in the available local diversity data for some characteristics, especially where this has not always historically been included in census and statutory reporting e.g. for sexual orientation. Information around, disability, sexual orientation, pregnancy and maternity, gender reassignment and religious/belief is not directly collected by the service.

## 2.4 How have you involved communities and groups that could be affected?

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any completed engagement and consultation and how representative this had been of Bristol's diverse communities. See <https://www.bristol.gov.uk/people-communities/equalities-groups>.

Include the main findings of any engagement and consultation in Section 2.1 above.

If you are managing a workforce change process or restructure please refer to [Managing change or restructure \(sharepoint.com\)](#) for advice on consulting with employees etc. Relevant stakeholders for engagement about workforce changes may include e.g. staff-led groups and trades unions as well as affected staff.

This is a procurement exercise, which has involved relevant stakeholders and includes knowledge gained through the delivery of the scheme since its inception in 2013.

Feedback specifically from the existing suppliers/contracts, is that households like the additional customer service requirements, especially around accessibility and meeting specific delivery and fitting requirements and range offered. This will be reinforced in any further tender specification and added to where necessary.

## 2.5 How will engagement with stakeholders continue?

Explain how you will continue to engage with stakeholders throughout the course of planning and delivery. Please describe where more engagement and consultation is required and set out how you intend to undertake it. Include any targeted work to seek the views of under-represented groups. If you do not intend to undertake it, please set out your justification. You can ask the Equality and Inclusion Team for help in targeting particular groups.

Engagement will take place with all relevant/usual internal stakeholders, including Equalities, Procurement, Legal, Eco and Sustainability Scheme, as well as including existing feedback from existing and future customers, plus current suppliers themselves.

## Step 3: Who might the proposal impact?

Analysis of impacts must be rigorous. Please demonstrate your analysis of any impacts of the proposal in this section, referring to evidence you have gathered above and the characteristics protected by the Equality Act 2010. Also include details of existing issues for particular groups that you are aware of and are seeking to address or mitigate through this proposal. See detailed guidance documents for advice on identifying potential impacts etc. [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#)

### 3.1 Does the proposal have any potentially adverse impacts on people based on their protected or other relevant characteristics?

Consider sub-categories (different kinds of disability, ethnic background etc.) and how people with combined characteristics (e.g. young women) might have particular needs or experience particular kinds of disadvantage.

Where mitigations indicate a follow-on action, include this in the 'Action Plan' Section 4.2 below.

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many groups)	
The supply and fitting of essential household goods, will have a positive effect on many low-income households and therefore various equalities groups, Negative impacts will only occur where the contract may not meet reasonable accessibility and delivery needs of certain equalities groups.	
This will be mitigated by specific equalities requirements within the tender specification and bid evaluation.	
<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Delivery and access requirements may be an issue and also fitting of appliances.
Mitigations:	Tender specifications will include appropriate and reasonably adjusted delivery requirements with goods always fitted and ensuring fit for purpose before leaving the household.
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Delivery and access requirements may be an issue and also fitting of appliances.
Mitigations:	Tender specifications will include appropriate and reasonably adjusted delivery requirements with goods always fitted and ensuring fit for purpose before leaving the household. Alternatively a cash equivalent will be given in vouchers.
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Goods may not be available that meet specific need.
Mitigations:	Tender specifications will include appropriate and reasonably adjusted goods and if not a cash equivalent will be given in vouchers.
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Goods may not be available that meet specific cultural needs.
Mitigations:	Tender specifications will include appropriate and reasonably adjusted goods and if not, a cash equivalent will be given in vouchers.
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Goods may not be available that meet specific cultural or faith need.
Mitigations:	Tender specifications will include appropriate and reasonably adjusted goods and if not a cash equivalent will be given in vouchers.
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	No negative impact on the basis of deprivation however the proposal will disproportionately impact low income households because they are the recipients of the service.

Mitigations:	
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Goods may not be available that meet specific needs of carers.
Mitigations:	Tender specifications will include appropriate and reasonably adjusted goods and if not, a cash equivalent will be given in vouchers.
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	Goods may not be available that meet specific need.
Mitigations:	Tender specifications will include appropriate and reasonably adjusted goods and if not, a cash equivalent will be given in vouchers.

### 3.2 Does the proposal create any benefits for people based on their protected or other relevant characteristics?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support our Public Sector Equality Duty to:

- ✓ Eliminate unlawful discrimination for a protected group
- ✓ Advance equality of opportunity between people who share a protected characteristic and those who don't
- ✓ Foster good relations between people who share a protected characteristic and those who don't

The supply and fitting of essential household goods, will have a positive effect on c4,200 low-income households and therefore various equalities groups, in terms of their ability to have a furnished home and assist with longer term tenancy sustainment.

These households as demonstrated in the data above will disproportionately be those households who are Black Asian and minority ethnic, and/or disabled.

## Step 4: Impact

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

What are the main conclusions of this assessment? Use this section to provide an overview of your findings. This summary can be included in decision pathway reports etc.

If you have identified any significant negative impacts which cannot be mitigated, provide a justification showing how the proposal is proportionate, necessary, and appropriate despite this.

#### Summary of significant negative impacts and how they can be mitigated or justified:

Negative impacts will only occur where the contract may not meet reasonable accessibility and delivery needs of certain equalities groups. This will be mitigated by specific equalities requirements within the tender specification and bid evaluation.

#### Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:

The supply and fitting of essential household goods, will have a positive effect on c2,400 low-income households and therefore various equalities groups, in terms of their ability to have a furnished home and assist with longer term tenancy sustainment.

### 4.2 Action Plan

Use this section to set out any actions you have identified to improve data, mitigate issues, or maximise opportunities etc. If an action is to meet the needs of a particular protected group please specify this.

Improvement / action required	Responsible Officer	Timescale
NA		

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

How will you know if you have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective your approach is still appropriate.

Any potential impact could be measured as below;

- Additional calls/visits to the Benefits Service or Customer Service Points/Centres
- Direct complaints/feedback via BCC corporate process
- Feedback from the suppliers direct
- Indirect feedback from VCS/Charities who assist LCPF and Temporary Accommodation Furnished Tenancies scheme applications.

## Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek feedback and review from the Equality and Inclusion Team before requesting sign off from your Director<sup>1</sup>.

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off:</b> Denise Murray
Date: 15/7/2022	Date: 25/8/2022

<sup>1</sup> Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.

## Eco Impact Checklist

<b>Title of report:</b> Procurement of household goods contract in respect of the Local Crisis and Prevention Fund (LCPF) and Temporary Accommodation Furnished Tenancies scheme.				
<b>Report author:</b> Matt Kendall				
<b>Anticipated date of key decision:</b> 04 October 2022				
<b>Summary of proposals:</b>				
The proposal is to tender for a replacement contract for essential household goods (e.g. white goods and beds), which will be delivered and fitted by providing a mixture of new and reused items to low income households, looking to move from temporary or supported accommodation in to more secure, but unfurnished, secure tenancies, or where they cannot afford to replace broken goods.				
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?	Yes	+ve	Include within the contract/ tenders that energy efficient appliances will be procured, ideally with A or above energy efficiency ratings.	NA
Production, recycling or disposal of waste	Yes	+ve	The procurement of the household goods contracts allows for new and or recycled/ graded household goods.  Where old household goods will be disposed of ensure they are disposed of correctly according to WEEE waste regulations where applicable.	NA
The appearance of the city?	No			
Pollution to land, water, or air?	No			
Wildlife and habitats?	No			
<b>Consulted with:</b> Relevant Procurement and Legal Teams.				

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

The proposals include a tender to include reused/recycled household goods, as well as new one to mitigate any environmental impact and an opportunity to purchase energy efficient appliances where possible.

**Checklist completed by:**

Name:	Matt Kendall
Dept.:	Benefits Service
Extension:	07775 538799
Date:	30 June 2022
Verified by Environmental Performance Team	08 July 2022

# Decision Pathway – Report

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**PURPOSE:** Key decision

**MEETING:** Cabinet

**MEETING DATE:** 04 October 2022

<b>TITLE</b>	2022/23 Quarter 2 Finance Report		
<b>Ward(s)</b>	n/a		
<b>Author:</b> Jemma Prince	<b>Job title:</b> Finance Business Partner - Planning		
<b>Cabinet lead:</b> Cllr Craig Cheney	<b>Director lead:</b> Denise Murray		
<b>Proposal origin:</b> Other			
<b>Decision maker:</b> Cabinet Member			
<b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>			
<p>The Council budget for 2022/23 was agreed by Council 2 March 2022. This report provides information and analysis at Quarter 2 (August 2022 extrapolated) on the Council’s financial performance against the approved budget and forecast use of resources for the financial year.</p>			
<b>Evidence Base:</b>			
<p>The budget approved by Council in March 2022 was balanced over the 5-year medium term.</p> <p>The Council operates Directorate cash limited budgets and Executive Directors are responsible for ensuring that appropriate action is taken to contain both revenue and capital spending in line with the directorate’s overall budget limit. Budget holders forecasting a risk of overspend which can potentially be brought back in line with their budget should in the first instance set out in-service options for mitigation. Where these are considered undeliverable or pressures cannot be contained across the directorate the budget scrutiny process will be triggered and a request may be made for the Executive to consider granting a supplementary estimate redirecting funds from an alternative source. The Q2 forecast report includes request for approval to make such a realignment of funds.</p> <p>The Council’s overall annual revenue spend is managed and monitored across a number of areas and at Quarter 2 the forecast financial outturn for 2022/23 is as follows:</p> <p>The General Fund</p> <ul style="list-style-type: none"> <li>○ The General Fund is currently forecasting a risk adjusted overspend of £11m (2.5%) on the approved gross budget of £431.1m. Material service pressures and risks are attributed to Adults and Children Social Care, Education Improvement, Digital transformation, Homelessness, Temporary Accommodation and Energy.</li> <li>○ The General Fund savings programme for 2022/23 agreed by Council and included in the General fund budget above is £24.4m (22/23 savings £18m and £6.4m carried forward from prior years still requiring delivery). The Council has a robust governance process for tracking delivery of agreed savings through Executive Directorate Meetings and Delivery Executive and whilst work is still underway to assess developed savings plans there is currently £8.7m of savings that are being reported as being at risk. A number of these savings' delivery risks are captured in the forecast outturn above and or directorate risk and opportunities log; however, it should be noted that not all risks is formally acknowledged in the outturn and as such this represents an underlying additional risk.</li> </ul> <p>The Ring-fenced Accounts</p> <ul style="list-style-type: none"> <li>○ Housing Revenue Account (HRA) is forecasting a overspend of £2.0m (1.8%) on the £112.6m gross expenditure budget. This overspend is largely caused by increases in energy costs, the Housing IT transformation programme as well as fire survey requirements.</li> </ul>			



- The Dedicated Schools Grant (DSG) budget, including amounts recouped by the Education and Skills Funding Agency for Academies, is £421.5m and is forecasting £19.9m (4.7%) in-year deficit. This is primarily driven by High Needs spend, resulting from increases in EHCP assessments and need. The total accumulated carried forward deficit for 2023/24 is forecast at £44.6m.
- The Public Health Grant allocation for 2022/23 is £34.6m and no variation is forecast

#### Capital Programme

- Capital programme budget has been revised to £333.9m (from £330.8m) comprising £211.2m for General fund and £122.7m for the HRA and including agreed slippage (carry forwards) from 2021/22 of £14.1m. The forecast variation at Quarter 2 is a net £81.7m (24.5%) underspend (comprising a £33.7m/16.0% underspend against the General fund budget and a £48.0m/39.1% underspend against the HRA budget). This is predominantly attributed to delays in progressing new build and land enabling works. Cabinet is recommended to approve the reprofiling of the £81.7m from 2022/23 into future periods.

#### Further Risks & Opportunities

- Further risks and opportunities to the Council have been identified which could materialise during the financial year. These are a combination of costs, savings delivery, income generation and funding opportunities. Details are outlined within the directorate appendices. The total weighted additional net opportunity which these present to the Council is currently assessed as £1.2m comprising £2.4m of risks and £3.6m of opportunities.
- In addition to the above reported service risks there are also significant additional risks relating to Cost of Living (inflationary) pressures. The Council continues to monitor these emerging pressures which are currently projected to amount to £31.4m. Of this £31.4m, £19.2m was assessed and allocated to the approved Budget 22/23 so that £12.3m is in excess of the budgeted allowance. Details are set out in paragraph 8 of Appendix A.

#### External Funding Decision

Approval is sought to make the necessary adjustments to the budgets for new funding allocations as outlined below and in Appendix A, section 11.

- Safer Streets Fund (Round 4) Grant Determination 01 April 2022 - 31 March 2024  
Bristol City Council has been successful in securing up to £748,498 of grant funding from The Home Office to design and deliver local crime prevention plans with the outcome of reducing and preventing neighbourhood crime, anti-social behaviour (ASB), and Violence Against Women and Girls (VAWG) in public spaces, and to increase feelings of safety.  
The funding is ring-fenced with £498,999 allocated to 2022-23 and £249,499 to 2023-24. The Council has agreed to provide match funding of £381,450.
- Prevent Local Delivery Grant Determination 2022-2023  
Grant funding of up to £126,231 will be received by the Home Office this financial year in respect of the local delivery of the Prevent Programme which tackles the causes of radicalisation and responds to the ideological challenge of terrorism and safeguards and support those most at risk of radicalisation through early intervention, identifying them and offering support. The funding is ring-fenced.

#### Officer Executive Decision

- An urgent decision has been made to assist 22,000 Free School Meal/Pupil Premium children during the October 2022 School holidays by awarding a £15 voucher in respect of each child, i.e. total expenditure amount of £331k to be expensed against the grant funding once received (see Appendix A, section 12).

Full detail of Quarter 2 revenue and capital spending and forecast is provided in Appendix A and A1 to A6.

#### **Cabinet Member / Officer Recommendations:**

That Cabinet notes:

1. The General Fund risk adjusted forecast overspend of £11.0m
2. A forecast overspend of £2.0m within the HRA and that over or under spends that materialise on the HRA will be funded by a transfer to or from the HRA general reserve at the end of the financial year.
3. A forecast in-year deficit of £19.9m accumulating to a total £44.6m carried forward deficit in the DSG for 2023/24, and the requirement for the Council and the Schools Forum to work together to develop a clear mitigation plan which addresses the High Needs overspend.
4. A breakeven position on Public Health services.
5. A forecast £81.7m underspend (£33.7m overspend for the General fund and a £48.0m underspend on HRA against the latest approved Capital Programme's Budget).
6. The application of £9.2m from Corporate contingencies to the appropriate service area
7. Technical virements within section 3 of Appendix A.
8. The removal of £0.1m budget from across the Council for corporate subscription budget savings.
9. To note the Cost Of Living pressures.
10. The reduction of £3.6m to the Savings programme to be funded by £3.6m Optimism Bias contingency.
11. The planned use of £8.5m Capital Receipts in line the flexible use of capital receipts strategy.
12. Cabinet is asked to note the latest position on the balance sheet risks as set out in Appendix A.
13. The Officer Executive Decision to distribute grant funding of £0.3m for Free School Meal/Pupil Premium children during the October 2022 School holidays.

That Cabinet approve:

1. The temporary redirection of earmarked reserves totalling £13.6m to general reserve
2. The delegation of authority to the Director of Finance in conjunction with the Deputy Mayor for Finance to realign the general reserve in order to meet Q2 forecast spending requirements and to bring back a report Cabinet to demonstrate that all budget movements are within the scheme of delegation.
3. The reprofiling of forecast Capital underspend of £81.7m from 2022/23 into future periods
4. The acceptance and adjustment to the Council budget for the following grants as outlined in Appendix A Section 12:
  - Safer Street Fund (Round 4) - £0.75m
  - Prevent Local Delivery Grant Determination - £0.13m

**Corporate Strategy alignment:**

This report sets out progress against our budget, part acting in line with our organisational Theme of Effective Development Organisation, make sure that we are financially competent and resilient, offering good value for money (page 58).

**City Benefits:**

Cross priority report that covers whole of Council's business

**Consultation Details:** n/a

**Background Documents:** [Corporate Strategy](#), [Budget Council 15 February 2022](#)

<b>Revenue Cost</b>	See above	<b>Source of Revenue Funding</b>	Various
<b>Capital Cost</b>	See above	<b>Source of Capital Funding</b>	Various
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:** The resource and financial implications are set out in the report

**Finance Business Partner:** Jemma Prince – FBP Planning – 26 September 2022

**2. Legal Advice:**

The report, including the detail set out in Appendix A, will assist Cabinet to monitor the budget position, with a view to meeting the Council's legal obligation to deliver a balanced budget.

The decisions sought to accept funding and the consequent adjustment to the budget in respect of the Safer Streets fund and Prevent Local delivery do not raise any specific legal implications.

**Legal Team Leader:** Nancy Rollason, 26<sup>th</sup> September 2022

**3. HR Advice:** Recruitment controls are in place. Advertising of roles and procurement/extension of agency workers are subject to Director/Executive Director approvals. Savings arising from vacancies held will be collected from service budgets. Permanent deletion of vacancies will be considered by Executive Directors. A scheme to reduce the number of managerial roles across the organisation is underway. Further measures to reduce staffing are under consideration.

**HR Partner:** James Brereton - Head of Human Resources – 26 September 2022

<b>EDM Sign-off</b>	Denise Murray	26/09/2022
<b>Cabinet Member sign-off</b>	Cllr Craig Cheney	26/09/2022
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	26/09/2022

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

## Bristol City Council

### Quarter 2 2022/23 - Finance Monitoring Report

#### 1. REVENUE SUMMARY POSITION

- 1.1 At Quarter 2 (Q2), the Council is forecasting a risk adjusted overspend of £11.0m (2.5% of the gross budget of £431.1m) on the current approved General Fund budget as agreed by the Council in March 2022. This includes £8.5m forecast which relates to pay awards (which remains subject to ongoing negotiations) and additional inflation risk. Management mitigations and use of reserves are forecast to bring the in-year budget to balance.
- 1.2 Forecast pressures are reflected across all directorates with material service pressures and risks attributed to Adults and Children Social Care, Education Improvement, Digital Transformation, Homelessness, Temporary Accommodation and Energy.
- 1.3 In addition to the above there are further risks and opportunities identified for each directorate, which are still being verified or are in development. These are excluded from the forecast above and are summarised in Table 7 below as well as being set out in each of the separate appendices.
- 1.4 The Council operates Directorate cash limited budgets and Executive Directors are responsible for ensuring that appropriate action is taken to contain revenue and capital spending in line with the directorate's overall budget limit. Supplementary estimates are also required where mitigating savings initiatives are not sufficient on their own to provide an overall budget limit within which it is possible to operate.
- 1.5 Management actions commenced following the Q1 forecast in order to alleviate General Fund pressures. Directors with forecast overspend have identified recovery activity of circa £7.0m which are either one-off or recurrent in nature and are included in the Q2 forecast. In adopting a principle of collective responsibility for a balanced budget a further £2.4m of cost mitigations or funds have been identified for redirection to support the supplementary estimates that will be required.
- 1.6 The forecast outturn position on the Housing Revenue Account (HRA) is £2.0m adverse (1.8%). Should this materialise it will be offset by the HRA Reserves. This is set out in Section 6.4 below and Appendix A4.
- 1.7 The Dedicated Schools Grant (DSG) forecast is £19.9m adverse (4.7%), which means that the cumulative deficit at year end is forecast to be £44.6m. This is set out in Section 6.5 below and Appendix A5. In response to this deficit, the Council is participating in the DfE's Delivering Better Value in SEND Programme – Tranche 1. The Council will continue to maintain the iterative and evolving DSG Deficit Management Plan and in conjunction with the Schools Forum are developing an indicative suite of cost avoidance measures / mitigations for wider consultation and engagement with stakeholders.
- 1.8 The Public Health (PH) Grant is forecast to break-even as set out in Section 6.6 below and Appendix A6.

#### 2. GENERAL FUND REVENUE POSITION

- 2.1 Table 1 below provides an overview of the Council's Q2 forecast position for the 2022/23 financial year. Additional service detail is provided for each Directorate in individual appendices.

**Table 1: P5/Q2 2022/23 Summary Full Year General Fund Revenue Forecast**

<i>Period 5/Quarter 2 - Summary</i>	Revised Budget	Q1 Variance	Q1 Variance as % Net Budget	P3 Exceptions	P4 Exceptions	P5 Movement	Q2 Variance	Q2 Variance as % Net Budget	Further Management Mitigations / Reserves
	£000s	£000s	%	£000s	£000s	£000s	£000s	%	£000s
<b>People</b>									
Adult Social Care	169,821	4,729	2.8%	1,840	554	(4,370)	2,753	1.6%	
Children and Families Services	71,738	7,717	10.8%		174	2,301	10,192	14.2%	
Educational Improvement	15,751	2,058	13.1%			(457)	1,601	10.2%	
Public Health - General Fund	5,858	0	0.0%			404	404	6.9%	(253)
<b>Total People</b>	<b>263,168</b>	<b>14,503</b>	<b>5.6%</b>	<b>1,840</b>	<b>728</b>	<b>(2,121)</b>	<b>14,950</b>	<b>5.7%</b>	<b>(253)</b>
<b>Resources</b>									
Digital Transformation	13,885	1,477	10.6%			(405)	1,072	7.7%	
Legal and Democratic Services	14,043	89	0.6%			(66)	23	0.2%	(250)
Finance	8,473	113	1.3%			(79)	34	0.4%	(350)
HR, Workplace & Organisational Design	4,229	1	0.0%			(66)	(65)	-1.5%	(250)
Management - Resources	(1,798)	2,125	-118.2%			(1,217)	908	-50.5%	
Policy, Strategy & Partnerships	4,647	54	1.2%			(26)	28	0.6%	
<b>Total Resources</b>	<b>43,479</b>	<b>3,859</b>	<b>8.8%</b>	<b>0</b>	<b>0</b>	<b>(1,859)</b>	<b>2,000</b>	<b>4.6%</b>	<b>(850)</b>
<b>Growth &amp; Regeneration</b>									
Housing & Landlord Services	17,749	3,814	21.5%			(1,072)	2,742	15.4%	
Economy of Place	5,304	(0)	0.0%			(408)	(408)	-7.7%	(1,342)
Management of Place	1,256	25	2.0%			281	306	24.4%	
Corporate Landlord	7,362	(4)	-0.1%			4	0	0.0%	
Management - G&R	(410)		0.0%			5,667	5,667	-1382.2%	
Property, Assets and Infrastructure	30,281	(14)	0.0%			14	0	0.0%	
<b>Total Growth &amp; Regeneration</b>	<b>61,542</b>	<b>3,821</b>	<b>6.2%</b>	<b>0</b>	<b>0</b>	<b>4,486</b>	<b>8,307</b>	<b>13.5%</b>	<b>(1,342)</b>
<b>SERVICE NET EXPENDITURE</b>	<b>368,189</b>	<b>22,183</b>	<b>6.0%</b>	<b>1,840</b>	<b>728</b>	<b>507</b>	<b>25,257</b>	<b>6.9%</b>	<b>(2,445)</b>
<b>Total Corporate Items</b>	<b>62,863</b>	<b>(6,968)</b>	<b>-11.1%</b>	<b>0</b>	<b>(425)</b>	<b>(15,419)</b>	<b>(22,812)</b>	<b>-36.3%</b>	<b>(0)</b>
<b>TOTAL REVENUE NET EXPENDITURE</b>	<b>431,052</b>	<b>15,215</b>	<b>3.5%</b>	<b>1,840</b>	<b>303</b>	<b>(14,912)</b>	<b>2,445</b>	<b>0.6%</b>	<b>(2,445)</b>
<b>Pay Award Risk</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>			<b>6,352</b>	<b>6,352</b>		
<b>Inflation Risk</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>			<b>2,187</b>	<b>2,187</b>		
<b>Released General Reserves</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>						<b>(8,539)</b>
<b>Total Corporate Items</b>	<b>431,052</b>	<b>15,215</b>	<b>3.5%</b>	<b>1,840</b>	<b>303</b>	<b>(6,373)</b>	<b>10,984</b>	<b>2.5%</b>	<b>(10,984)</b>

## 2.2 People Directorate

2.2.1 The People Directorate reported a £17.1m overspend at P4 (before mitigating actions of £6.4m). As at Period 5 the forecast pressure has reduced by £2.1m to £14.9m (after mitigating actions). This net £2.1m favourable movement in forecast comprises of (£4.4m) in Adult Social Care, (£0.4m) Education Improvement and further pressures of £2.3m in the Children and Families Service and £0.4m Public Health.

### 2.2.2 Adult Social Care

Adult Social Care (ASC) is forecasting an adverse risk overspend of £2.7m (1.6%) against a revised budget of £169.8m (after savings mitigations of £4.3m). ASC budgets continue to experience significant pressure in 2022/23 with adult purchasing budgets being the main cost drivers, which are currently forecasting a risk adverse overspend of £8.2m (5.9%) against a budget of £144.6m in relation to the number of people being supported and cost of packages of care. The main areas of significant variance relate to adults of working age budgets, in all areas of the service provision for this cohort. Residential and nursing budgets for people over 65 years old are also at risk. This risk is partly offset by forecast underspends on employee costs and

higher than expected levels of service user income. The ASC favourable movement of £4.3m (2.6%) from P4 forecast is due to partly achieving some of the savings' mitigations identified by the service which include revised assumptions regarding domiciliary care growth, direct payment clawback, impact of the review of care packages, increased utilisation of technology enabled care and inflation assumptions. However, further mitigations are still required to meet service needs in a sustainable way, within cash limited budgets. Further details are provided at Appendix A1 of this report.

### **2.2.3 Children and Families**

Children's Service is forecasting an overspend of £10.2m (14.2%). Placements continue to be the area of most concern and it is expected that this budget area in isolation will be £10.0m (31.4%) overspent by the end of the financial year. An additional £2.3m has been built into the placements forecast in-month, to recognise that although the service is reviewing placements and stepping down care plans, where it is appropriate to do so, the resulting savings are being outstripped by new placements and increased packages of care for other children and young people.

Detailed work is ongoing to develop a Children's Transformation Programme which will contribute to reducing and mitigating current in year spend and enable progress towards achieving a financially sustainable position over the longer term. This will include developing plans to enhance early help services, improving quality of practice, developing the workforce, improving governance and quality assurance, implementing a new model for residential placements, and working more effectively with partners. Further details on the P5 position are provided at Appendix A1 of this report.

### **2.2.4 Education and Skills**

Education and Skills Service is forecasting an overspend of £1.6m (10.2%). Main pressures on Education (general fund) continue to be:

- Home to School Transport £1.2m pressure is due to a steep increase in the number of children with EHCPs requiring transport support and having to travel further due to unavailability of local provision places and fuel and driver costs impacting on contracts. Whilst the position is forecast to year end there is a risk that these challenges are exacerbated during the autumn and winter and further deteriorate the finance position.
- Special Educational Needs (SEN) staffing, £0.9m pressure due to costs of employing additional staff to support the volume of SEN demand. The service has so far identified £0.3m from holding new posts vacant for a period of time (which were funded from growth in 2022/23) and by ring fencing £0.4m of one-off funding (last tranche of SEN Improvement fund) to mitigate most of the SEN staffing cost pressures.

### **2.2.5 Communities and Public Health**

Communities and Public Health General Fund service is forecasting an adverse overspend of £0.4m (6.9%) against a budget of £5.8m. The adverse forecast overspend is in respect of the PFI Leisure Contracts and a combination of PFI index linked (Feb RPIX figure) contracts and contractual energy pain / gain share.

## **2.3 Resources Directorate**

2.3.1 The Resources Directorate is forecasting a full year overspend of £2.0m (4.6%) against a revised budget of £43.5m. This reflects a £1.9m favourable movement in Period 5 and is set out in more detail in Appendix A2. This overspend is driven by:

- additional cost pressures in Digital Transformation and IT systems of £1.1m
- risk that savings agreed for 2022/23, relating to senior management and succession planning, are not likely to deliver in full during 2022/23 (with delivery slipping into 2023/24). The forecast encompasses this risk with additional cost pressures of £0.9m built into the 2022/23 outturn. The risk continues to be mitigated by a vacancy freeze across the Council.

- 2.3.2 The P05 favourable movement was mainly due to recovery actions/mitigations of which include:
- £0.3m of device and licence cost attributed to pandemic new ways of working and eligible for “Living with Covid” fund
  - £1.0m management savings and vacancy freeze
  - Further opportunities for balancing the budgets of £0.9m from mitigations in the Directors recovery action plan and these are included and outlined in more detail in Appendix A2.
  - Additional £1.2m would be required to balance the Resources Budget and Cabinet is being asked to approve the attached supplementary estimates to be funded by Reserves.

## **2.4 Growth and Regeneration**

2.4.1 The Growth & Regeneration Directorate reported a net £8.3m (13.5%) adverse variance before inflation adjustments against the revised net expenditure budget of £61.5m. The overspend results from new pressures arising in Temporary Accommodation (TA) where subsidy losses, exacerbated by both an increase in the cost of the TA and an increase in the number of families requiring the provision, are forecast at c.£5m. These pressures will be eased in part through inflation provisions currently held centrally and from mitigation that has been identified as part of the Directorate’s recovery plan. In addition, the Directorate is also experiencing a significant increase in energy costs as well as waste costs (£5.7m) which will be funded from reserves following Cabinet approval of this report. Other cost pressures within the Directorate have been captured within the Risk & Opportunities Log (with a significant amount mitigated between P3 and P5). The Directorate has tasked every service area to find mitigation for all local pressures identified and these and others have been discussed with the relevant Cabinet Member and are presented in Appendix 2.

2.4.2 Within the risks and opportunities log for G&R there are:

- Several income pressures from areas where the Council charges for services including Parking and Cultural services, and energy budget pressures. Some of these are services that have still not fully recovered from the Covid impact. The Directorate is confident that these risks will be mitigated in the coming months.

## **2.5 Corporate Items and Reserves**

2.5.1 Corporate budgets are held for Capital financing, corporate expenditure such as pensions, levies and contingencies for pay awards, inflation and non-delivery of savings. As at Q2 a forecast movement of £22.8m is anticipated from a mixture of corporate funds and reserves.

2.5.2 The approved budget incorporated a contingency of £11.9m for contract inflation. As the general planning principle is for inflation to be contained and agreed savings to be delivered these funds are held centrally for specific and significant quantifiable pressures which cannot be mitigated elsewhere within service budgets. Base budgets of £7.2m have been released to date (Adults and Children’s inflation) and as at Q2 £4.5m is forecast to be released against the following areas:

- £0.4 – Education
- £4.1m – G&R

2.5.3 The above will fully utilise the funding available, however further inflationary pressures of £8.5m are evident across directorates for pay inflation and G&R for energy, and these will be offset from general reserve and redirection of earmarked reserves.

2.5.4 Contingency is earmarked annually for optimism bias for non-delivery of savings and for the legacy carry forward and current year savings programme. These total £6.2m. The Q2 forecast assumes the release of £3.6m of these funds for high risk saving variations and non-delivery of

savings. The largest area is £1.7m attributed to crosscutting unallocated savings held centrally such as reducing Council owned property. This will leave £2.6m (42%) contingency against the residual savings programme of £20.8m (£24.4m - £3.6m) and any new mitigations proposed in year.

2.5.5 Capital financing - £0.6m has been identified as savings from Capital Financing available for release for 2022/23 only.

2.5.6 The Council's General Fund Reserve opening balance as at 1 April 2022 is £36.9m after a transfer of £3.2m as agreed in the 2022/23 budget to balance the general fund. The Q2 forecast has identified £8.5m of high probability risk associated to 2022/23 pay awards and inflations, which should they materialise will reduce General reserves to £28.4m. It should be noted that these risks are recurrent and as such a long-term solution will need to be identified in 2023/24.

2.5.7 Earmarked Reserves are held for a specific purpose and total £180m as at 1 April 2022. These include £20.5m S256 Healthier Together Funding for Integrated Care and £4.9m Covid Response funding carried forward and the current forecast is £70m will be drawn down in year. £13.6m of this is requested to be redirected as per para 2.5.8.

2.5.8 Earmarked reserves £13.6m

- The Council carried forward £5.4m of general Covid reserve. £0.5m has been offset against carry forward commitments such as hardship fund and PPE and the residual £4.9m is forecasted to be released in Q2, and predominantly attributed to supporting the Children's and Family service on a one-off basis with post pandemic placement pressures in the service.
- In accordance with the Council's policy on reserves, earmarked reserves are regularly reviewed for their continuing need, alignment with Council priorities and the following reserves totalling £13.6m have been reviewed and no longer required as related projects that have or can be completed without utilising these funds, associated liability / obligation has expired, or greater strategic priorities exist requiring these funds to be released for redirection to other priorities within the budget.



**Table 2: Current Earmarked Reserves Identified to Be Redirected**

Name	Amount	Residual
	£m	£m
COVID Response (unringfenced)	4.914	-
Name	Amount	Residual
	£m	£m
Substance Misuse	1.986	-
Goram Homes Investment	1.000	12.100
Community Asset Refurbishment	1.000	-
Waste Contract Payment Mechanism	0.750	0.777
Capital Feasibility Fund	0.694	1.000
SEND Transformation	0.500	-
Development Fund	0.477	0.074
Energy Investment Reserve - Bristol Energy PCO	0.467	-
Mayoral Commissions/City Director	0.399	-
IFRS - Grants with no conditions	0.317	1.000
Project Management (G&R)	0.059	0.139
Hartcliffe Recycling Centre	0.175	0.075
Neighbourhood Partnerships	0.110	-
Children's Services Improvement Plan	0.108	-
JSP & Local Plan record	0.100	0.172
Libraries for the Future	0.096	-
High Needs	0.091	-
Events Reserve	0.085	-
ERDF	0.080	-
Avon Mutual - Regional Community Bank	0.077	-
Economic strategy	0.054	-
Tackling Digital Poverty	0.030	-
Housing Support	0.028	-
Counter Fraud Hub Development	0.023	-
<b>Total Earmarked / Redirected</b>	<b>8.704</b>	<b>15.337</b>
<b>Total Released</b>	<b>13.618</b>	<b>15.337</b>

Cabinet is asked to note and approve the redirection of reserves totalling 13.6m

### 3. TECHNICAL VIREMENTS

3.1 Table 3 below summarises the inter-directorate technical virements to Q2 with Table 4 detailing the reasons for budget movements.

**Table 3: Summary of movement between Approved Budget and Revised Budget**

Directorate	Approved Budget £000's	Revised Budget £000's	Budget Movement £000's
People	252,371	263,168	10,797
Resources	42,547	43,479	932
Growth & Regeneration	61,829	61,542	-287
Corporate Funding & Expenditure	-356,747	-368,189	-11,442
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Table 4: Summary of Technical Virement Transactions from Approved Budget to Revised Budget**

Reason	Corporate Funding & Expenditure £000's	Growth & Regeneration £000's	People £000's	Resources £000's
Central Charge adjustments	402	0	0	-402
GF Pay Award (21/22)	-2,934	786	1,293	855
Inflation Adjustment	-7,162	0	7,097	65
Intra Cost Centre adjustments	17	3	-13	-6
Reallocation of growth	-1,514	0	1,514	0
Reallocation of savings	-250	0	0	250
Service Changes	0	-1,076	906	170
<b>Grand Total</b>	<b>-11,442</b>	<b>-287</b>	<b>10,797</b>	<b>932</b>

3.2 As part of the Third Party Spend Savings Programme it has been agreed the Council would stop paying for non-statutory or non-mandatory Subscriptions. Table 5 below shows subscriptions by division to be removed from the Budget.

**Table 5: Summary of Subscription virements by Directorate**

Dir name	Div name	Total
<b>G&amp;R</b>	Corporate Landlord	5,722
	Economy of Place	73,817
	Housing & Landlord Services	348
	Management of Place	9,466
<b>G&amp;R Total</b>		<b>89,352</b>
<b>People</b>	Adult Social Care	-
	Children and Families Services	10,500
	Educational Improvement	-
<b>People Total</b>		<b>10,500</b>
<b>Resources</b>	Digital Transformation	5,350
	Finance	15,485
	HR, Workplace & Organisational Design	-
	Legal and Democratic Services	3,776
	Policy, Strategy & Partnerships	1,560
<b>Resources Total</b>		<b>26,170</b>
<b>Grand Total</b>		<b>126,023</b>

**Cabinet is asked to note the removal of £0.1m across the council for corporate subscription budget savings**

#### 4. SAVINGS PROGRAMME - SUMMARY

- 4.1 The savings programme agreed by Council in 2022 included savings totalling £18m. This, combined with £6.4m of savings carried forward from prior years still requiring delivery, brings the total savings delivery target for 2022/23 to £24.4m as shown in Table 6 below (excluding at this stage any residual allowance for Optimism Bias held within the budget).

**Table 6: Summary of Savings Delivery**

Directorate	2022/23 Savings £m	2022/23 Savings reported as safe £m	2022/23 Savings reported as at risk	
			£m	%
People	10.7	7.8	2.9	27
Resources & Cross-Cutting	6.7	3.3	3.4	52
Growth and Regeneration	7.0	4.6	2.4	35
<b>Total</b>	<b>24.4</b>	<b>15.7</b>	<b>8.7</b>	<b>36</b>

- 4.2 As at Period 5, Q2, £15.7m (64%) of savings are considered safe and £8.7m (36%) are reported at risk and are being monitored and reviewed for delivery or in-year mitigation where possible. This position represents an improvement since the P4 Exception report of £0.3m and reflects savings confirmed across all areas. Detailed information by directorate is provided in the appendices to this report. A number of these saving delivery risks are captured in the forecast outturn above and or directorates' risk and opportunities logs. It should, however, be noted that not all risks are formally acknowledged in the outturn and as such this may represent a small underlying additional risk.
- 4.3 Savings targets will need to be revised to reflect optimism bias adjustments of £3.6m, any change control proposed within mitigations and new savings added where unplanned growth has resulted in new efficiency propositions to manage the pressures. The 2022/23 position will be re-baselined and revised position reflected in period 6.

**Cabinet is asked to note the reduction to the savings programme to be funded by £3.6m optimism bias contingency**

#### 5. RISKS AND OPPORTUNITIES

- 5.1 There are other financial risks and opportunities to the Council which have been identified and could materialise during the financial year. These are a combination of costs, savings delivery, income generation and funding opportunities. Details are outlined within the directorate appendices.
- 5.2 The table below summarises the risk and opportunities shown in the Directorate appendices and although it is showing a net opportunity of by £1.2m it should be noted that there are risks around the Adult Social Care market and Children's placements that cannot be quantified at present.

**Table 7: Summary Risks and Opportunities by Directorate**

	Risks	Opps	Net Risks / Opps
People	0.5	-3.0	-2.5
Resources	0.2	-0.2	0.0
Growth & Regeneration	1.7	-0.4	1.3
	2.4	-3.6	-1.2

## 6. RING-FENCED BUDGETS

6.1. There are a number of funds held by the Council where the Council must ensure that the income or grant is ringfenced and only spent in specific service areas. The three main activities that are ringfenced through legislation and/or government funding rules and covered in this Q2 report are the HRA, DSG and Public Health.

6.2. Table 8 below provides an overview of the Council's Q2 forecast position for the 2022/23 financial year.

**Table 8: P5/Q2 2022/23 Summary Full Year Ring-Fenced Fund Forecast**

<i>Period 5/Quarter 2 - Summary</i>	Revised Budget	Q1 Variance	Q1 Variance as % Net Budget	P3 Exceptions	P4 Exceptions	P5 Movement	Q2 Variance	Q2 Variance as % Net Budget
	£000s	£000s	%	£000s	£000s	£000s	£000s	%
<b>RING FENCED BUDGETS</b>								
Total Housing Revenue Account	112,600	1,165	1.0%	635	(399)	634	2,035	1.8%
Total Public Health	34,600	0	0.0%	0	0	0	0	0.0%
Total Dedicated Schools Grant	421,500	15,620	3.7%	2,453	1,502	331	19,906	4.7%
<b>Total Ring fenced budgets</b>	<b>568,700</b>	<b>16,785</b>		<b>3,088</b>	<b>1,103</b>	<b>965</b>	<b>21,941</b>	

6.3. Further detail of the financial pressures and variances are summarised at a high level only below, with full details contained in the following appendices:

- HRA – Appendix A4
- DSG – Appendix A5
- Public Health – Appendix A6

### 6.4. HRA

6.4.1. The Housing Revenue Account (HRA) is a self-financing account and must ensure it operates within the resources available which include levels of HRA reserves. The HRA does not directly impact on the Council's wider general fund budget. Income to the HRA is primarily received through the rents and other charges paid by tenants and leaseholders.

6.4.2. The Housing Revenue Account is forecasting an adverse variance of £2.0m (1.8%) when compared to budget. The forecast overspend reported will be contained within the HRA general reserves of £102.2m as at the end of March 2022. This deficit is due primarily to significant increases in energy charges.

## 6.5. DSG

6.5.1. Bristol's DSG allocation for 2022/23 is £423.5m or £186.6m after deductions and excluding the de-delegation element (where de-delegation is an agreed retention of maintained schools funds held centrally for certain agreed services as agreed by the Schools Forum). The DSG is currently forecasting an in-year overspend of £19.9m (4.7%). When added to the prior year's brought forward deficit balance of £24.7 this results in a forecast cumulative overspend to be carried forward at the close of this financial year of £44.6m as shown in Table 9 below. This forecast is in line with the DSG cumulative deficit position outlined in the March 2022 budget report.

**Table 9: Q2 - DSG Summary Full Year Forecast**

Forecast position on overall DSG for 2022/23 at P5 Q2 (to end of August 2022 extrapolated)							
<i>All figures £'000</i>	<i>End of year b/f Deficit</i>	<i>Transfers</i>	<i>b/f Deficit</i>	<i>DSG Funding 2022/23</i>	<i>Forecast Outturn Quarter 2 2022/23</i>	<i>In-year variance</i>	<i>Forecast Carry- forward Quarter 2 2022/23</i>
Schools Block	(1,517)	1,517	0	304,661	304,661	0	0
De-delegation Schools	(504)		(504)	0	(0)	(2)	(506)
Central Block	8		8	2,742	2,742	0	8
Early Years	(472)		(472)	35,988	36,457	469	(3)
High Needs Block	27,876	(1,517)	26,358	78,607	97,303	18,696	45,055
Education Transformation	(740)		(740)	1,531	2,271	740	0
Funding	-		-	(423,529)	(423,529)	0	0
<b>Total</b>	<b>24,650</b>	<b>0</b>	<b>24,650</b>	<b>0</b>	<b>19,906</b>	<b>19,906</b>	<b>44,556</b>

6.5.2. The biggest challenge is within the High Needs block (HN) where 2022/23 HN net budget as at August 2022 was £65.0m; excluding funding directly passported to schools, or £80.1m before deductions. This represents an in-year budget increase of £9.7m but a shortfall of £5.6m when comparing to 2021/22 outturn / actual spend. Another key driver of the HN overspend is a 10% increase in the number of children and young people with EHCP's in the last year, which is in line with the national trend (10% increase nationally) but higher than statistical neighbours who have averaged just below 9% increase. A trend of a higher proportion of children needing financial support at Band 4 and above, 10% increase, was recorded in May 2022 when compared to previous year.

6.5.3. The Education service is currently developing the High Needs Block recovery plan and has commenced with the DfE Delivering Better Value (DBV) for SEND programme. Bristol will be progressing on its SEND improvement journey alongside 54 other LAs in the DBV Programme in order to secure a sustainable approach in delivering SEND. To improve outcomes for children and young people with SEND remains our goal.

## 6.6. Communities and Public Health

6.6.1. Public Health (PH) Grant of £34.6m was awarded for 2022/23 by Public Health England (PHE).

6.6.2. The Public Health grant is awarded annually to the local authority. It is ring fenced for the purposes of public health. The grant funds a range of mandated public health services and supports the Director of Public Health to discharge their statutory duties for protecting health, improving health, promoting health equity, and reducing health inequalities through the funding of locally identified public health priorities.

6.6.3. Bristol's local priorities include reducing harm from drugs and alcohol, improving mental health, reducing harm from domestic abuse, food equality and community health action. 72% of public health functions and services are externally commissioned with 16% internally commissioned. An annual return must be provided by the authority to Public Health England, which is audited against the grant regulations.

**Cabinet is asked to note a forecast overspend of £2.0m within the HRA and a forecast in-year deficit of £19.9m accumulating to a total £44.6m carried forward deficit in the DSG for 2023/24 and the requirement for the Council and the Schools Forum to work together to develop a clear mitigation plan which addresses the High Needs overspend.**

## 7. CAPITAL

7.1. The Capital programme budget has been revised at P5 2022/23 to £333.9m. This comprises £211.2m for General fund (including a corporate contingency of £14.1m) and £122.7m for the HRA. The forecast variation at P5 is a net £81.7m underspend (£33.7m on General fund and £48.0m on HRA), details of this is set out in Table 10 below.

**Table 10: Capital Programme 22/23 By Directorate**

Approved Budget (Mar 22)*	Budget Changes upto P5	Directorate	Revised Budget	Actual Spend to date	Budget Spend to date	Qtr 2/P5 Forecast Outturn	Variance
£m	£m		£m	£m	%	£m	£m
25.1	9.2	People	34.3	5.0	14%	22.4	(11.9)
7.9	(2.8)	Resources	5.1	0.7	13%	4.3	(0.8)
132.1	25.6	Growth and Regeneration	157.7	34.5	22%	139.0	(18.7)
<b>165.1</b>	<b>32.0</b>	<b>GF service Total</b>	<b>197.1</b>	<b>40.2</b>	<b>20%</b>	<b>165.7</b>	<b>(31.4)</b>
122.7	0.0	Housing Revenue Account	122.7	15.6	13%	74.7	(48.0)
<b>122.7</b>	<b>0.0</b>	<b>HRA service Total</b>	<b>122.7</b>	<b>15.6</b>	<b>13%</b>	<b>74.7</b>	<b>(48.0)</b>
<b>287.8</b>	<b>32.0</b>	<b>HRA &amp; GF Service Total</b>	<b>319.8</b>	<b>55.8</b>	<b>17%</b>	<b>240.4</b>	<b>(79.4)</b>
12.7	1.4	Corporate Contingencies & Funds	14.1	0.0	0%	11.8	(2.3)
<b>300.5</b>	<b>33.4</b>	<b>Capital Programme Grand Total</b>	<b>333.9</b>	<b>55.8</b>	<b>17%</b>	<b>252.2</b>	<b>(81.7)</b>

7.2. The £81.7m re-profiling reflects alignments with the latest expected programme delivery schedule. Delays are mainly caused by supply chain problems including the shortage of raw materials and skilled labour, along with planning and procurement taking longer than anticipated. The programmes which these primarily relate to are summarised as follows;

- £38m HRA2 New Build Programme
- £11m GR01 Temple Meads Development (Temple Island and Engine Shed 2)
- £10m PE01/PE02 Schools & SEND Investment Programme
- £4m PL18a Bristol Heat Networks
- £3m PL24 Bristol Beacon

- 7.3. **Cabinet is recommended to approve the reprofiling of this underspend of £81.7m from 2022/23 into future periods.** The profile of which has been provided by project managers. Details of the changes at programme level are included within the Capital Programme Summary Monitor Report as at the end of August 2022 (Appendix 7) with further detail and commentary in Directorate appendices.

## 8. FLEXIBLE USE OF CAPITAL RECEIPTS

- 8.1. Local authorities have the continued freedom for a period of 3 years which began on 1 April 2022 to use capital receipts from the sale of their own assets (excluding Right to Buy receipts) to help fund the revenue costs of transformation projects and release savings. Updated directions were provided by government in April 2022 detailing the type of expenditure that qualifies for the flexible use of capital receipts and a new sign off and reporting process via the Secretary of State (SOS), for each financial year in which the direction is used.
- 8.2. £5.0m has been budgeted in 2022/23 for revenue expenditure which relates to the delivery of savings and transformation to be funded from flexible use of capital receipts and £3.5m carried forward from 2021/22 which is earmarked specifically for the Digital Transformation Programme.
- 8.3. The flexible use of capital receipts strategy will be revised to reflect the recent changes, endorsed by Council and submitted to the SOS. The value of expenditure capitalised must not exceed the amount set out in the plan and must be sent to the SOS before the flexibility is used.

**Cabinet is asked to note the planned use of capital receipts of £8.5m**

## 9. COST OF LIVING (Inflationary Pressures and Risks)

- 9.1. The budget approved by Council in March earmarked £19.1m contingency for pay and inflation / cost of living pressures for the 2022/23 financial year. This contingency is currently projected to be overspent by £12.3m. The table below provides a breakdown of the additional cost of living costs incurred or agreed as at Q2 and the forecasts / risks in the year to go.
- 9.2. From the forecast emerging risks of £12.3m, £8.5m remains subject to negotiation and as such is categorised as a risk in the revenue summary report. Should this position materialise, this would result in a draw down from reserves and the residual £3.8m will be addressed via redirection of earmarked reserves no longer required for the purpose earmarked.
- 9.3. Whilst seeking to ensure commercial leverage is retained the areas incorporated within the table include, but are not exclusive to, the following:
- Adult social care services experienced additional in-year costs, including higher fees to care providers to offset their rising costs of running care homes and National Living wage.
  - Children's social care - increase placement costs such as Independent Fostering Agencies, Fostering, Residence Orders and Special Guardianship
  - Record energy prices reflecting a circa 86% increase - including for streetlights and energy bills for the corporate estate
  - Rising fuel and labour costs - bus, taxi and minibus providers for areas such as Home to School and other transport services
  - Indexed linked external contracts such as PFI and waste management
  - BCC pay forecasts is related to the pay offer for 2022/23 of £1,925 on each scale point, equating to an average increase of 6.2%. The forecast in excess of the provision in the contingency is around £6.3m.
- 9.4. The costs outlined are excluding pre-existing demand-led services pressures, inflation contained within service budgets and pressures being absorbed within the HRA, DSG and the Capital



Programme. The increased cost of delivering capital projects is excluded from the analysis above as while the cost of construction labour and material and building maintenance has grown significantly, further work is required to assess the impact more accurately on the overarching capital programme.

- 9.5. The underlying planning assumption is that ring fenced funds and the capital programme are expected to contain the additional cost of living budgets within respective contingencies and reserves. Inflation is due to peak later in the year and we expect the impact on the Council's budgets to be experienced well into the next financial year and beyond. This position is mirrored in local authorities across the country and indicates that councils will need additional support from government to cope with the impact of the rising inflation costs on the sector.

**Table 11: Cost of Living Pressures 22/23**

<b>Costs of Living Pressures - 2022/23 £000's</b>			
<b>22/23 General Pay and Inflation Allocation</b>			<b>£ 19,191</b>
	<b>Q5 Actual</b>	<b>Forecast /</b>	<b>Indicative</b>
	<b>£000's</b>	<b>Emerging Risks</b>	<b>Total</b>
		<b>£000's</b>	<b>£000's</b>
<b>BCC / BWC Labour</b>	<b>213</b>	<b>13,552</b>	<b>13,765</b>
<b>General Inflation &amp; NLW</b>	<b>10,970</b>	<b>1,185</b>	<b>12,156</b>
<b>Energy / Utilities</b>	<b>3,800</b>	<b>1,657</b>	<b>5,457</b>
<b>Insurance</b>	<b>65</b>	<b>0</b>	<b>65</b>
<b>Total Additional Inflation</b>	<b>15,048</b>	<b>16,395</b>	<b>31,442</b>
			<b>12,251</b>
<b>* Figures exclude impact on Service Budgets, Ringfenced Budgets and Capital Programme</b>			

**Cabinet is asked to note the Cost Of Living pressures.**

## **10. REGULATORY INCOME**

### **COUNCIL TAX (including preceptor's income)**

- 10.1. Bristol City Council set the Council Tax budget for 2022/23 with a 2.99% increase (1.99% for general requirements plus 1% specifically for Adult Social Care). The Council's budgeted income from Council Tax is £243.2m and represents 56.4% of the net budget requirement (£431.1m).
- 10.2. Council Tax collection is reporting a deficit of £4.3m this quarter, which may increase further over the remaining months of the year as the impact of the cost of living crisis becomes clearer.
- 10.3. The service continues to roll out the additional reminder stages of the corporate debt policy and is focusing on supporting citizens in stabilising their existing liability before moving focus to bringing those in arrears up to date.



10.4. With regard to the Council Tax Reduction Scheme (CTR), after a significant increase during the pandemic, claims have levelled off, both for working age and pensioner claimants. The impact of the cost-of-living crisis over the autumn & winter and economic conditions could very well have an impact on caseloads, particularly amongst working age claimants, however at this point, it is not possible to quantify the extent of any increase.

**BUSINESS RATES**

10.5. Business rates (BR): the Council’s budgeted BR income is £140.7m in 2022/23 (net of tariff of £94m) and represents 32.7% of the net budget requirement (£431.1m).

10.6. A significant number of businesses have missed monthly instalments to date this year and/or have extended their instalments through to February and March 2023.

10.7. In year collection to date is £104m. This includes the application of £10m of Covid-19 Additional Relief Fund (CARF) grant which has largely been applied to the current year liabilities. As the result of this grant and some business rates growth, collection is largely on target for this time of year. However, refunds of £8m have been issued to date. These are adjustments to rateable value assessments, many of which will be charged to the appeals provision.

10.8. The increasing energy costs, together with the cost of living crisis generally are both adding to the difficulties many businesses are facing, which are expected to impact on collection levels.

10.9. Note that collection fund shortfalls (should they occur), would impact on the Council’s cash position in 2022/23 however, because of timing differences, the budgetary impact will fall in the following year, 2023/24.

**DEBT MANAGEMENT**

10.10. During the year the Council collects core locally retained funding and income from various areas to fund the services provided. A breakdown of the main sources of debt outstanding at 31 August 2022 is outlined in the table below.

**Table 12: Opening and Closing Balances of Outstanding Debt**

Type of Debt	Opening Balance (01 Apr 2022) £m	Movement £m	Closing Balance (31 Aug 2022) £m
Sundry Debt	78.300	(7.724)	70.576
Council Tax Arrears	38.216	(3.867)	34.349
Business Rates Arrears	29.042	(7.172)	21.870
HRA Housing Arrears	11.935	0.382	12.317
Overpaid Housing Benefits	19.267	0.302	19.569

Of the £70.6m sundry debt outstanding at 31 August 2022, £47.8m (67.7%) was less than 1 year old, £8.4m (12.0%) of the £78.3m relates to invoices less than 30 days old that therefore weren’t payable until after 31 August 2022. This is not directly comparable to the billing and collection processes for Council Tax and business rates.

Write offs of aged debt are reported annually to Cabinet. During the five months April to August 2022, £0.7m was written off in line with the scheme of delegation. As debt recovery activity continues to increase to previous levels this figure may increase, especially with the ongoing cost of living crisis. A review of all aged and static debt now activity is being undertaken and ethical engagement with indebted customers continues.

## 11. BALANCE SHEET RISKS

- 11.1. Contingent liabilities. The prospective Bristol Area Operator has challenged the Council's termination of their Agreement for Lease in respect of the area on Temple Island and has claimed loss of profits, or costs, over the life of the potential lease. At present, litigation proceedings have not commenced and no claims have been received.
- 11.2. DSG Deficit – negative reserve. DSG ended last financial year with a cumulative deficit of £26.7m and is forecasting an in-year deficit of £19.9m, or a cumulative forecast deficit position of £44.6m at the end of 2022/23. The Statutory Instrument (SI) will end on 31 March 2023. As there is no indication of extending statutory overwrite by DfE or ESFA, therefore we will work on the assumption that this will end by 31/3/2023. The implication is that if the period of the SI is not extended by government or additional funding provided to address the accumulated historic deficits, the Council would have to ensure there are adequate usable reserve to cover any DSG deficit when preparing the Council's accounts. The LA has been engaging with the Bristol Schools Forum on DSG Transformation Programmes, Education Service has since developed its High Needs Recovery proposals (to be consulted) and participated DfE's Delivering Better Value for SEND programme in pursuit of a viable way forward.
- 11.3. Maintained Nursery school deficits – MNS transformation programme. Fourteen LA maintained schools ended the financial year 2021/22 with a shared deficit totalling £2.103m which has carried forward into 2022/23. Out of 14 schools with deficit position, the nursery sector continues to be a concern, with 11 out of the 12 maintained nursery schools ended last financial year in a deficit position totalling £5.192m, an adverse in year movement of £1.236m. Some of the deficits representing a substantial proportion of their annual budgets. The Education Early Years team has been working with the ESFA regional support team this Spring to find a sustainable way forward. Different models of operation have also been considered which could potentially reduce some of their in-year deficit going forward. The Service also secured £90k from DSG Early Year's Block (previous years' underspend) in May 2022 with the support from Bristol Schools Forum to fund its nursery improvement work. The LA will continue to support and challenge schools with deficits to help them manage their medium-term recovery to a balanced position in line with the scheme for financing schools.
- 11.4. Capitalised expenditure risk of impairment – a revenue feasibility fund has been set up to develop schemes with sufficient robustness and certainty of their progression. There are currently no schemes identified that currently pose a risk of not progressing that would result in a revenue reversion of previously capitalised expenditure.
- 11.5. Council Service Investments including loans to wholly owned subsidiaries are shown in the table below. The value of Council Service investments approved as at the end of Aug 2022 was £67.7m, of which £45.5 has been drawn down. There is no objective evidence to indicate a default on the service investments.

**Table 13: Balance Sheet Risks**

Long Term Debtors	Approved Budget	Total Investment to Date
	£m	£m
Bristol Waste Company	12.000	11.310
Goram Homes - Working Capital Facility	7.300	3.173
Goram Homes - Loan Notes	12.851	12.851
Bristol Heat Networks	12.700	0.300
Bristol & Bath Regional Capital	0.250	0.250
Bristol Credit Union	0.500	0.500
City Funds LP	5.000	3.093
<b>Sub-Total</b>	<b>50.601</b>	<b>31.477</b>

Long Term Investments	Approved Budget	Total Invested
	£m	£m
Bristol Port Company	2.500	2.500
Bristol is Open	0.350	0.350
Bristol Holding - <small>Wholly Owned Subsidiaries</small>	0.000	0.000
Homelessness Property Fund	10.000	9.163
Temp Accom (RSAP) Property Fund	4.000	0.731
Avon Mutual Community Bank	0.300	0.300
<b>Sub-Total</b>	<b>17.150</b>	<b>13.043</b>
<b>Total</b>	<b>67.751</b>	<b>44.520</b>

Cabinet is asked to note the latest position on the balance sheet risks as set out in this section.

## 12. EXTERNAL FUNDING

12.1. The following announcements have been made regarding additional external funding awards to the Council and subject to acceptance of the associated conditions will require budget adjustment.

### Safer Streets Fund (Round 4) Grant Determination 01 April 2022 - 31 March 2024

12.2. Bristol City Council has been successful in securing up to £748,498 of grant funding from The Home Office to design and deliver local crime prevention plans with the outcome of reducing and preventing neighbourhood crime, anti-social behaviour (ASB), and Violence Against Women and Girls (VAWG) in public spaces, and to increase feelings of safety.

12.3. The funding is ring-fenced with £498,999 allocated to 2022-23 and £249,499 to 2023-24. Payments will be made on a quarterly basis following the submission of financial and performance reports. The Council has agreed to provide match funding of £381,450 towards achieving the deliverables of the Project and this contribution largely consists of local authority officers time, a pool of over 18 officers, who either will be directly involved in the delivery of the intended interventions or who are already involved in activities tackling ASB and crime in the city.

### Prevent Local Delivery Grant Determination 2022-2023

- 12.4. Grant funding of up to £126,231 will be received by the Home Office this financial year in respect of the local delivery of the Prevent Programme which tackles the causes of radicalisation and responds to the ideological challenge of terrorism and safeguards and support those most at risk of radicalisation through early intervention, identifying them and offering support. Most of the grant is being used to employ a Prevent Coordinator and Education Officer for the year.
- 12.5. The funding is ring-fenced and payments will be made on a quarterly basis following the submission of financial and performance reports.

**Cabinet is asked to note and approve the acceptance and adjustment to the council budget for the above two grants.**

### **13. OFFICER EXECUTIVE DECISIONS TAKEN/APPROVED**

#### **Food Vouchers for Free School Meals Children (October 2022 Holidays)**

- 13.1. Bristol City Council has been allocated £4.0m under the Household Support Fund Grant to provide support to local authorities in England to provide households, particularly those including children and pensioners, who would otherwise struggle to buy food or pay essential utility bills or meet other essential living costs or housing costs (in exceptional cases of genuine emergency), with help in the face of significantly rising living costs.
- 13.2. An emergency decision was taken to assist 22,000 Free School Meal/Pupil Premium children during the October 2022 school holidays by awarding a £15 voucher in respect of each child, i.e. total expenditure amount of £0.3m to be expensed against the grant funding once received.

**Cabinet is asked to note the decision to distribute £0.3m of the Household Support Fund Grant for food vouchers during October**

## Section A: Revenue Budget Monitor

	Revised Budget	Forecast Outturn	Outturn Variance
<b>P05</b>	<b>£263.2m</b>	<b>£278.1m</b>	<b>£14.9m overspend</b>
<i>P04</i>	<i>£261.8m</i>	<i>£272.5m</i>	<i>£10.7m overspend</i>

May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
14.5	14.3	10.7	14.9						
▼	▲	▲	▼						

Position by Division

<i>Period 5/Quarter 2 - Summary</i>	Revised Budget	Q1 Variance	Q1 Variance as % Net Budget	P3 Exceptions	P4 Exceptions	P5 Movement	Q2 Variance	Q2 Variance as % Net Budget
	£000s	£000s	%	£000s	£000s	£000s	£000s	%
<b>People</b>								
Adult Social Care	169,821	4,729	2.8%	1,840	554	(4,370)	2,753	1.6%
Children and Families Services	71,738	7,717	10.8%		174	2,301	10,192	14.2%
Educational Improvement	15,751	2,058	13.1%			(457)	1,601	10.2%
Public Health - General Fund	5,858	0	0.0%			404	404	6.9%
<b>Total People</b>	<b>263,168</b>	<b>14,503</b>	<b>5.6%</b>	<b>1,840</b>	<b>728</b>	<b>(2,121)</b>	<b>14,950</b>	<b>5.7%</b>

## Key Messages:

### Adult Social Care

Adult Social Care is currently forecasting a risk of a £2.8m overspend (after savings mitigations) at Period 5 on a budget of £169.8m. The main variance are as follows:

Financial Year 2022/23	Revised Budget 2022/23 £'000s	2022/23 Projection @ P05 £'000s	Projection Variance @ P05 £'000s	Change from P04 £'000s
<b>Adult Purchasing</b>				
Older Adults 65+	72,744	75,530	2,785	155
Working Age Adults 18 - 64	85,095	89,820	4,726	40
Preparing for Adulthood	9,726	10,945	1,218	75
Social Care Support	2,660	2,805	146	-53
Income - Service User Contribution Only	-25,582	-26,234	-652	-138
	<b>144,644</b>	<b>152,866</b>	<b>8,222</b>	<b>79</b>
<b>Non Adult Purchasing</b>				
Employees	36,013	33,461	-2,552	-7
Other - Net Costs	-10,835	-11,567	-731	-2,257
	<b>25,178</b>	<b>21,894</b>	<b>-3,284</b>	<b>-2,264</b>
<b>Mitigations</b>	<b>0</b>	<b>0</b>	<b>-2,186</b>	<b>-2,186</b>
<b>Totals per budget report</b>	<b>169,821</b>	<b>174,760</b>	<b>2,753</b>	<b>-4,371</b>

Adult Social Care (ASC) budgets continue to experience significant pressure in 2022/23 with Adult Purchasing budget currently forecasting a risk adverse overspend of £8.2m (5.9%) against a budget of £144.6m. However, ASC overall position is forecasting an adverse risk overspend of £2.7m (1.6%) against a revised budget of £169.8m (after savings mitigations of £2.2m). The ASC favourable movement of £4.3m (2.6%) from P4 forecast is due to partly achieving some of the savings' mitigations identified by the service.

Main reasons for the adverse risk forecast are due to adults with working age budgets which are overspending by £4.7m in all areas of the service provision for this cohort i.e., residential - £1m (337 service users with average weekly cost of £1,673 per service user), nursing - £0.3m (average weekly cost of £1,246 per week each for 68 service users). However, the main significant overspend is due to continued increased service for accommodation-based support - £2.3m (with an average cost per placement of £964 per week for 554 service users). Furthermore, increased overspends of £0.5m relating to adults with working age are also on homecare service users (318 service users are being supported with an average cost of £337 per week per person).

Residential, nursing and home care budgets for people over 65 years old are also at risk of £3.8m overspend which is reduced by Extra Care Housing budgets forecast of £1m underspend for this cohort. Preparing for Adulthood budget (for 18 to 25 year olds) are also at risk of £1.2m overspend. These overspend forecasts are partly offset by forecast underspends of £3.3m on employee costs and higher than expected levels of service users' income.

## Children and Families

The forecast overspend for Children and Families Services has moved adversely by £2.3m in-month and now stands at £10.2m, equating to 14.2% of the Division's budget:

2021-22	Children's Service		2022-23 as at August 2022				
Outturn			Revised Budget	P5 Forecast Outturn	Outturn Variance	P4 Forecast Outturn	In-Month Movement
£m			£m	£m	£m	£m	£m
4.4	112	Joint Commissioning (Children)	4.7	4.5	-0.1	4.5	0.0
9.5	113	Targeted Support	8.9	8.5	-0.5	8.5	0.0
2.0	153	Quality Assurance, BSCB	1.9	1.9	0.0	1.9	0.0
2.5	154	Area Social Work (North)	2.4	2.3	-0.1	2.3	0.0
4.1	155	Area Social Work (East/Central)	3.8	4.3	0.6	4.3	0.1
2.9	156	Area Social Work (South)	2.8	3.0	0.1	2.9	0.0
7.7	157	Children & Aftercare teams	8.7	8.8	0.2	8.7	0.1
33.1	158	Internal & External Placements	31.8	41.8	10.0	39.5	2.3
2.0	159	Children & Family Support - Management	2.4	1.9	-0.5	2.3	-0.3
1.7	15A	Safeguarding and Area Services	1.8	2.0	0.3	1.9	0.1
2.2	15B	Specialist Services	2.4	2.5	0.1	2.5	0.0
0.3	15C	Community Safety	0.3	0.3	0.0	0.3	0.0
<b>72.3</b>	<b>Division: Children and Families Services</b>		<b>71.7</b>	<b>81.9</b>	<b>10.2</b>	<b>79.6</b>	<b>2.3</b>

Placements continue to be the area of most concern and it is expected that this budget will be £10.0m (31.4%) overspent by the end of the financial year. An additional £2.3m has been built into the placements forecast in-month to recognise that although the service is reviewing placements and stepping down care plans where it is appropriate to do so, the resulting savings are being outstripped by new placements and increased packages of care for other children and young people.

The placements overspend is driven by an 8.4% increase in the number of children coming into care since April 2021 (currently 712 up from 657); a rise in the complexity of some cases which is resulting in placement breakdowns and children needing to be moved to more expensive arrangements; delays in transferring eighteen-year-olds onto the housing pathway due to a shortage of housing and an insufficient number of foster carers.

Other pressures within the Service are:

- £0.5m Asylum Seekers' costs where families have no recourse to public funds (this provision is included in the Area Social Work service for East/Central). Referrals to this service have increased by 50% and 93 families are being supported with accommodation and/or weekly subsistence payments.
- £0.7m on staffing costs attributable to temporarily filling Social Worker vacancies and several senior posts with agency staff.

As referred to above, the Service are reviewing the most expensive ESA (external supported accommodation) and OOA (out of authority residential placements) to achieve value for money against individual contracts, placing a greater focus on ending contracts at due dates and reducing variation payments for 2:1 and 3:1 support as well as step-down care. There are also plans to undertake IFA (Independent Fostering Agency) reviews and recruitment to a post to undertake this task is underway. Together with the work being done with Housing colleagues to transition post-18s onto the housing pathway, a prudent saving of £1.1m has been



assumed in the forecast. The upcoming Children’s Services Transformation Programme should result in further cost savings with no detriment to service delivery.

## Education

2021-22	Education General Fund		2022-23 as at August 2022				
Outturn			Revised Budget	P5 Forecast Outturn	Outturn Variance	P4 Forecast Outturn	In-month movement
£000s			£000s				
646	162	Learning City for All	740	680	(60)	678	3
3,153	163	Education Management	4,143	4,143	0	4,143	(0)
7,080	164	Additional Learning Needs	7,756	9,356	1,600	9,358	(2)
583	165	Employment, Skills & Learning	619	606	(13)	606	(0)
(413)	166	Trading with Schools	(419)	(419)	0	(419)	0
(547)	167	Schools PFI	0	(24)	(24)	3	(26)
348	168	Inclusive City	282	355	74	316	40
2,496	169	Accessible City	2,631	2,653	23	2,655	(2)
<b>13,345</b>		<b>Division: Education Service</b>	<b>15,751</b>	<b>17,351</b>	<b>1,601</b>	<b>17,340</b>	<b>12</b>

Education general fund is forecasting an in-year risk of £1.6m overspend. This is driven by £1.6m pressure identified in Home to School Transport due to increase in number of children with EHCP’s requiring transport support and greater travel distances for children attending schools on Out of Local Authority, plus fuel cost increases have caused significant budget pressure. Other cost pressures include £0.944m of additional Special Educational Needs (SEN) staffing which were not funded by growth in 2022-23. The Service so far identified £303k from current year growth (keeping posts vacant) and ring fenced £400k one-off funding (last tranche of SEN Improvement fund) to offset majority of the SEN staffing cost pressures while seeking permanent funding solutions for this statutory service.

## Communities and Public Health

Public Health Grant	Revised Budget 2022/23	Forecast as at P5	Variance
	£'000	£'000	£'000
Salaries	3,294	3,020	(274)
Running Costs & Overheads	1,163	1,005	(158)
Internal Commissioned Services	7,197	6,212	(985)
External Commissioned Services	31,348	31,445	97
<b>Gross Cost</b>	<b>43,002</b>	<b>41,682</b>	<b>(1,320)</b>
Funding:			
Public Health Grant	(34,588)	(34,588)	0
Partnership Funding	(6,575)	(6,575)	0
Transfer to/from PH Reserve	(1,840)	(520)	1,320
<b>Total Funding</b>	<b>(43,002)</b>	<b>(41,683)</b>	<b>1,320</b>
<b>Net Spend</b>	<b>0</b>	<b>0</b>	<b>0</b>



A Public Health Grant of £34.6m was awarded for 2022/23 by Public Health England (PHE) and this is forecasting a nil variance outturn at P5. The Public Health grant is awarded annually to the local authority. It is ring fenced for the purposes of Public Health. The grant funds a range of mandated public health services and supports the Director of Public Health to discharge their statutory duties for protecting health, improving health, promoting health equity, and reducing health inequalities through the funding of locally identified public health priorities.

As well as the £34.6m Public Health Grant, the Director of Public Health is also responsible for the councils Sports & leisure Contracts, the Communities & neighbourhoods services, and the Environmental Health Service.

Alongside a general fund budget of £5.8m, the service receives ring fenced grants to address issues such as Domestic Abuse & Sexual Violence, tackling Substance Misuse and other Public Health programmes. The Communities and Public Health Service is forecasting an overspend of £0.4m (6.9%) against a budget of £5.8m. The forecast overspend is in respect of PFI Leisure Centres.

## Savings Delivery

22/23 People Directorate Savings Target (£'000s):							10,648
	This month			Last month			Top 5 largest savings at risk in year (ordered by size of saving at risk)
	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk	
No - savings are at risk	4,015	2,860	71%	4,015	2,865	71%	NEW2223_ASC4 Undertake Care Act reviews
Yes - savings are safe	6,633	0	0%	6,633	0	0%	NEW2223_ASC14 Review Home Choice processes and criteria
SAVING CLOSED - CONFIRMED AS 'SECURED & DELIVERED'	0	0	n/a	0	0	n/a	NEW2223_ASC6 Transfer rehabilitation services to external partner
NO RAG PROVIDED	0	0	n/a	0	0	n/a	NEW2223_ASC3 Manage and control cost of care for people with care and support needs
<b>Grand Total</b>	<b>10,648</b>	<b>2,860</b>	<b>27%</b>	<b>10,648</b>	<b>2,865</b>	<b>27%</b>	NEW2223_E8 Improve Home to School Transport commissioning arrangements
n/a - represents one off savings or mitigations in previous year	-4,000	0	0%	-4,000	0	0	Mitigated savings from previous years' that remain 'due' for delivery this year (£m)
WRITTEN OFF	0	0	n/a	0	0	n/a	
<b>Grand Total</b>	<b>6,648</b>	<b>2,860</b>	<b>43%</b>	<b>6,648</b>	<b>2,865</b>	<b>43%</b>	Amount reported at risk:
<b>Key Changes since last month</b> <b>P5 is now reporting a small decrease in savings at risk; now £2.860m at risk vs last month's £2.865m at risk in P3. This is due to changes in the following savings lines:</b> - NEW2223_E1 Find potential alternative use or new provider for Exmouth Camp reporting a £5k reduction in the savings at risk							£ 4.00
<b>Key messages/Comments:</b> 1. The People Directorate currently has 30 savings lines for 22/23, with a value of £10.6m, of which 27% is currently rated as at risk. There are some significant areas of risk across Education and Adults' savings lines in particular. 2. Of the £2.9m value at risk, £2.2m relates to ASC and £0.28m within Education including Home to School Transport commissioning arrangements. 3. NEW2223_ASC14 ('Review Home Choice processes and criteria') and NEW2223_ASC3 ('Manage and control cost of care for people with care and support needs') are priority areas for mitigations to in-year savings. Both items have had recent discussions at Delivery Executive in late August.							£ -



## Section B: Risks and Opportunities

### RISKS AND OPPORTUNITIES TABLE

Division	Risk or Opportunity	Detailed Comment	Net Risk / Opportunity £m
Adult Social Care	Risk - Savings	Adult Social Care has an ambitious savings programme of £4.950m. £4m of this total relates to Adult Purchasing savings. Adult purchasing budgets are under significant pressure currently reporting a risk of overspend of £8.2m see above which is making savings delivery very challenging.	
Adult Social Care	Risk – Inflation Pressure	Currently, the Adult Social market is experiencing high inflationary pressures e.g., energy costs, petrol etc. which is proving a significant challenge for market sustainability. We are currently working with the provider market as part of “Cost of Care” exercise to better understand the adult purchasing cost drivers.	Initial assessment underway
Public Health	Risk – Salary Pressures	The additional salaries increase for staff due to Agenda for Change programme is likely to impact on the service if this is not fully covered by the Public Health grant from next financial year onwards.	Assessment required against funding when known
Children’s	Risk - Savings	Schemes currently assigned RAG status amber (CF2 & CF6)	0.223
Children’s	Risk - Placements	More children have come into more expensive placement options when compared to May 22 data, with non-Bristol residential care placements having increased by 11% or 61 placements, trend may continue, needed further investigation.	Further investigation required
Children’s	Opportunities	Further mitigations were proposed on 23/6/2022 to generate savings from 3rd party, OOA and post 18s transition to housing.	(3.000)
Education	Risk - Savings	Improve HTST commissioning (E8) and Exmouth camp (E1)	0.314
Education	Risk – HTST fuel inflation	Fuel price has increased significantly in recent months which may trigger another round of pricing negotiation with suppliers.	Assessment required
Total			(2.463)

## Section C: Capital

<b>Approved Budget</b>	<b>Revised Budget</b>	<b>Expenditure to Date</b>	<b>Forecast Outturn</b>	<b>Outturn Variance</b>
<b>£34.3m</b>	<b>£34.3m</b>	<b>£5.0m</b>	<b>£22.4m</b>	<b>(£11.9m)</b>
		14% of Budget	65% of Budget	

### Gross Expenditure by Programme

Ref	Scheme	Current Year (FY2022) - Period 5				Performance to budget	
		Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast
					£000s	%	
CRF2	Covid Recovery Fund – Youth Zones Investment – Pending Business Case Development	994	57	94	(900)	6%	9%
PE01	School Organisation/ Children’s Services Capital Programme	11,034	1,893	7,279	(3,755)	17%	66%
PE02	Schools Organisation/SEN Investment Programme	17,968	2,896	11,415	(6,552)	16%	64%
PE03	Schools Devolved Capital Programme	1,881	83	1,475	(406)	4%	78%
PE05	Children & Families - Aids and Adaptations	118	26	168	50	22%	142%
PE06	Children Social Care Services	1,367	9	1,330	(37)	1%	97%
PE06B	Adult Social Care – Better Lives at Home Programme	982	12	652	(330)	1%	66%
<b>Total People</b>		<b>34,344</b>	<b>4,977</b>	<b>22,414</b>	<b>(11,929)</b>	<b>14%</b>	<b>65%</b>

### Key Messages:

- CRF2 Youth Zones Investment – Delay in progressing delivery as further investment needed. Awaiting full business case.
- PE01 School Organisation / Children’s Services Capital Programme. Delay in scheme plans pending PFI report to Cabinet on the revenue implications. Decision awaited
- PE02 Schools Organisation / SEN investment Programme. Slippage on schemes as a result of a return to Cabinet for approval to address additional inflationary pressures. Budgets to be reprofiled.
- PE05 Aids and Adaptations – Spend to date is a quarter 1 recharge. Demand for equipment is growing directly impacting on the forecast overspend of £50k
- PE06 Children Social Care Services – This scheme relates to the acquisition of a number of 2/3 bed children’s residential homes and a disabled children’s home. The current expectation is that one new home will come into use in November 2022 with a second purchased in February/March 2023.

## Section A: Revenue Budget Monitor

	Revised Budget	Forecast Outturn	Outturn Variance
<b>P05</b>	<b>£43.5m</b>	<b>£45.5m</b>	<b>£2.0m overspend</b>
<i>P04</i>	<i>£43.9m</i>	<i>£47.5m</i>	<i>£3.6m overspend</i>

May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
3.9	3.2	3.6	2.0						
▼	▲	▼	▲						

## Position by Division

<i>Period 5/Quarter 2 - Summary</i>	Revised Budget	Q1 Variance	Q1 Variance as % Net Budget	P3 Exceptions	P4 Exceptions	P5 Movement	Q2 Variance	Q2 Variance as % Net Budget
	£000s	£000s	%	£000s	£000s	£000s	£000s	%
<b>Resources</b>								
Digital Transformation	13,885	1,477	10.6%			(405)	1,072	7.7%
Legal and Democratic Services	14,043	89	0.6%			(66)	23	0.2%
Finance	8,473	113	1.3%			(79)	34	0.4%
HR, Workplace & Organisational Design	4,229	1	0.0%			(66)	(65)	-1.5%
Management - Resources	(1,798)	2,125	-118.2%			(1,217)	908	-50.5%
Policy, Strategy & Partnerships	4,647	54	1.2%			(26)	28	0.6%
<b>Total Resources</b>	<b>43,479</b>	<b>3,859</b>	<b>8.8%</b>	<b>0</b>	<b>0</b>	<b>(1,859)</b>	<b>2,000</b>	<b>4.6%</b>

## Key Messages:

At Period 5 the Resources Directorate is forecasting a full year risk adjusted adverse variance against budget of £2.0m. This overspend is largely due to additional cost pressures in IT systems and a risk in delivering savings target for succession planning.

The Period 5 forecast reflects a favourable movement of £1.9m compared to the Period 4 due to £1.8m of in year recovery actions/mitigations undertaken and planned.

- **Digital Transformation** – is projecting a net overspend of £1.1m compared to Budget. This reflects incremental spend of up to £1m on Microsoft desktop licensing agreements and £0.5m for Microsoft Azure, both of which are driven by the growing use of cloud-based technology and the increased shift to home-working over the past 2 years, plus further increases in various Licence costs of £0.2m. This overspend has been partially offset by “in-year” management recovery actions/mitigations.

- **Legal and Democratic Services** is forecasting a low level overspend of £0.02m (<£0.1m). This is caused by both an increase in the volume of Coroners inquests (a consequence of the backlog which built up during COVID) and increased spend in members' travel activity following the recent change in political make-up. These pressures are partially offset by a forecast increase in demand for ceremonies and registrar services with Period 5 movements due to in year recovery actions.
- **Finance** is forecasting a low level overspend of £0.03m (<£0.1m) mainly due to additional agency spend in the interim whilst the Finance Improvement Plan is being implemented and due to additional finance resourcing for Council wide projects which cannot be recharged to those project budgets in full. Period 5 movements due to in year recovery actions.
- **HR, Workplace and Organisational Design** is forecasting to operate within its budget envelope.
- **Management – Resources** budget comprises both the Council's total £2m Succession Planning/Senior Management savings and £0.3m of Strategic Review savings.  
The adverse variance of £0.9m compared to Budget reflects saving targets currently assessed as high risk and this is being mitigated by a vacancy freeze across the council. Work is ongoing to quantify the impact of the vacancy freeze and managers are optimistic that this risk would be contained.  
The Period 5 favourable movement of £1.2m is due to £0.2m target for Strategic review transferred to Corporate and £1m of the Succession Planning /Management review savings expected to be delivered.
- **Policy, Strategy and Partnerships** is forecasting a low level overspend of £0.03m (<£0.1m) linked largely to costs against the "One City" plan.

## Savings Delivery

Resources Led Savings																
22/23 Resources Directorate Savings Target (£'000s):											1,908					
22/23 Cross Cutting (Resources Led) Savings Target (£'000s):											4,704					
<b>In Year (22/23) Total:</b>											<b>6,612</b>					
<b>A - Resources Directorate</b>						<b>B - Cross cutting (Resources led)</b>						<b>Top 5 largest savings at risk in 22/23 (ordered by size of saving at risk)</b>				
	<b>This month</b>			<b>Last month</b>			<b>This month</b>			<b>Last month</b>			ID	Cross cutting?	Name of Proposal	Value at Risk in 22/23 (£'000)
	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk				
No - savings are at risk	185	135	73%	325	275	85%	3,335	3,276	98%	3,335	3,276	98%	NEW2223_CEN01	Yes	Management and capacity review	£ 2,000
Yes - savings are safe	1,723	0	0%	1,583	0	0%	1,369	0	0%	1,369	0	0%	21_NS_03_2223CEN04	Yes	Common Activities (incl. Streamline strategic support services)	£ 816
SAVING CLOSED - CONFIRMED AS SECURED & DELIVERED	0	0	n/a	0	0	n/a	0	0	n/a	0	0	n/a	NEW2223_CEN05	Yes	Strategic Business Review of Fees and Charges	£ 250
NO RAG PROVIDED	0	0	n/a	0	0	n/a	0	0	n/a	0	0	n/a	21_New20	Yes	Thematic savings: Office Based Cost	£ 80
<b>Grand Total</b>	<b>1,908</b>	<b>135</b>	<b>7%</b>	<b>1,908</b>	<b>275</b>	<b>14%</b>	<b>4,704</b>	<b>3,276</b>	<b>70%</b>	<b>4,704</b>	<b>3,276</b>	<b>70%</b>	21_New19	Yes	Thematic savings: Transport related Savings	£ 78
n/a - represents one off savings or mitigations in previous year	-536	0	0%	-536	0	0%	-728	0	0%	-728	0	0%	<b>Mitigated savings from previous years' that remain 'due' for delivery this year (£m)</b>			
WRITTEN OFF	0	0	n/a	0	0	n/a	0	0	n/a	0	0	n/a	Amount due from previous year(s):			£ 1.13
<b>Grand Total</b>	<b>1,372</b>	<b>135</b>	<b>10%</b>	<b>1,372</b>	<b>275</b>	<b>0%</b>	<b>3,976</b>	<b>3,276</b>	<b>82%</b>	<b>3,976</b>	<b>3,276</b>	<b>82%</b>	Amount reported at risk:			£ 0.64
<b>Key Changes since last month:</b> PS is reporting a decrease in savings value at risk for Resources led savings (down from £275k to £135k), and is static for cross-cutting led savings. The change is due to changes in the following savings line: NEW_4_Amended_B Digital transformation savings – from DTP1 and DTP2 activities - reporting 'yes savings are safe' in PS																
<b>Key messages/Comments</b> 1. Resources Directorate started the year with 32 savings lines for 22/23, with a total value of £6.6m (this includes cross-cutting Resource Led savings - see split in tables A and B above) 2. Of this, <b>£3.5m</b> of these savings are reporting a <b>RED</b> status and <b>£3.1m</b> are reporting a <b>GREEN</b> status. No savings have yet been confirmed as secured and delivered. 3. Savings at risk are much larger for those which are classed as cross-cutting (but Resources led) with 70% of those reported as being at risk (whereas only 7% of the Resources lines)																

## Section B: Risks and Opportunities

Division	Service	Risk or Opportunity	Description of Impact	Risk (Opportunity) £'000	Likelihood %	Net Risk (Opportunity) £'000
Finance	Benefits	Opportunity	Household Support - scope for scheme administration recharges once vouchers are all paid from grant	(200,000)	100%	(200,000)
Finance	Revenues	Risk	Fees income best case scenario is £1.28m budget achieved - but unlikely. Worst case scenario is £700k	74,000	75%	55,500
Finance	Revenues	Risk	Non direct debit debt recovery best case £1m of £1.25m achieved in forecast but worst case is £0.55m	200,000	75%	150,000
PSP	City Office	Risk	Relies on City Office achieving 100% of its at-risk income target (above) in order to release the GF benefit of this contribution.	30,000	90%	27,000
PSP	City Office	Opportunity	Previous indication by DPH that they may be willing to fund residual pressures subject to detail, valid PH case and their own budget position in-year.	(79,600)	50%	(39,800)
<b>Total</b>						<b>(7,300)</b>

## Section C: Capital

<b>Approved Budget</b> <b>£17.2m</b>	<b>Revised Budget</b> <b>£5.1m</b>	<b>Expenditure to Date</b> <b>£0.7m</b> 13% of Budget	<b>Forecast Outturn</b> <b>£4.3m</b> 84% of Budget	<b>Outturn Variance</b> <b>(£0.8m)</b>
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### Gross Expenditure by Programme

Ref	Scheme	Current Year (FY2022) - Period 5				Performance to budget	
		Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast
<b>Resources</b>							
NH06A	Bristol Operations Centre - Phase 2	128	73	90	(38)	57%	70%
RE01	ICT Refresh Programme	1,854	524	1,338	(516)	28%	72%
RE03	ITTP – IT Transformation Programme	33	26	33	0	79%	100%
RE06	Return to Workplace ICT equipment – Covid Response Fund	0	(9)	0	0		
RE07	Digital Transformation - Networks - Pending Business Case Development	1,228	0	1,228	0	0%	100%
RE08	Digital Transformation Programme	672	0	672	0	0%	100%
RE09	Expansion of Flax Bourton Mortuary	1,159	48	884	(275)	4%	76%
<b>Total Resources</b>		<b>5,075</b>	<b>662</b>	<b>4,246</b>	<b>(829)</b>	<b>13%</b>	<b>84%</b>

### Key Messages:

- **ICT Refresh Programme** has reprofiled £0.5m into 23/24 and to be used against Digital transformation.
- **Expansion of Flax Bourton Mortuary** also forecasts a £0.3m reprofile in

**Section A: Revenue Budget Monitor**

	Revised Budget	Forecast Outturn	Outturn Variance
<b>P05</b>	<b>£61.5m</b>	<b>£69.8m</b>	<b>£8.3m overspend</b>
<i>P04</i>	<i>£62.8m</i>	<i>£65.3m</i>	<i>£2.5m overspend</i>

May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
3.8	2.6	2.5	8.3						
▼	▲	▲	▼						

**Position by Division**

<i>Period 5/Quarter 2 - Summary</i>	Revised Budget	Q1 Variance	Q1 Variance as % Net Budget	P3 Exceptions	P4 Exceptions	P5 Movement	Q2 Variance	Q2 Variance as % Net Budget
<b>Growth &amp; Regeneration</b>								
Housing & Landlord Services	17,749	3,814	21.50%			-1,072	<b>2,742</b>	15.40%
Economy of Place	5,304	0	0.00%			-408	<b>-408</b>	-7.70%
Management of Place	1,256	25	2.00%			281	<b>306</b>	24.40%
Corporate Landlord	7,362	-4	-0.10%			4	<b>0</b>	0.00%
Management - G&R	-410		0.00%			5,667	<b>5,667</b>	-1382.20%
Property, Assets and Infrastructure	30,281	-14	0.00%			14	<b>0</b>	0.00%
<b>Total Growth &amp; Regeneration</b>	<b>61,542</b>	<b>3,821</b>	<b>6.20%</b>	<b>0</b>	<b>0</b>	<b>4,486</b>	<b>8,307</b>	<b>13.50%</b>

**Key Messages:**

The Growth & Regeneration Directorate reported a net **£8.3m** adverse variance (before inflation adjustments) against the revised net expenditure budget of **£61.5m**. The overspend results from new pressures arising in Temporary Accommodation due to subsidy loss that is exacerbated by both an increase in the cost of the TA and an increase in the number of families needed the provision totalling c£5m. This will be mitigated in part through inflation provisions currently held centrally, and from mitigation that has been identified as part of the Directorates recovery plan. In addition, the Directorate has also witnessed an increase in Energy costs as well as Waste costs (£5.7m) which will be funded from reserves following Cabinet approval in October. Other cost pressures within the Directorate have been captured within the Risk & Opportunities Log (with a significant amount mitigated between P3 and P5). The Directorate has tasked every service area to find mitigation for all local pressures identified and these and others have been discussed with the relevant Cabinet Member and are presented in the main report for Cabinet approval.

**Housing & Landlord Services**

The division is reporting an overspend of **£2.7m** against a revised budget of £17.7m. This is mainly due to budget pressure in Temporary Accommodation from subsidy loss, offset by increase in income and capitalisation of salary cost. The ongoing issue of Local Housing Allowance (LHA) rates are fixed and have been



the same value since they were set in 2011 and as temporary accommodation (Bed and Breakfast) cost increases, the gap between cost and recovery (Housing Benefits) continues to increase year on year.

- **131 Housing Options – £3.2m**

The Housing Options service is forecasting an adverse variance of £3.2m (21%) against a budget of £15.5m. The adverse variance in this service is mainly due to subsidy loss of approximately £5m, mitigated by one-off initiatives of £1.9m, which includes recovery actions of £1.4m. As at period 5, the service has delivered £0.3m savings from the recovery actions.

The key recovery actions for Housing options are as follows:

- A targeted approach that focusses on moving on families that cost the council the most and increasing supply of cheaper TA, so limit the use of expensive providers.
- Increasing the number of private rented properties clients are housed in
- Proposal to lease 24 flats from a local hospital trust
- Developing a Temporary Social Houses model to replace expensive spot purchased TA
- Exploring other funding options – Public Health and Homelessness Prevention Grant

The demand for Temporary Accommodation adds increased budget pressure due to the negative economic aftereffects of COVID and general cost of living. Temporary accommodation placements have risen in-year by 9% (from an average of 746 in 21/22 to an average of 815 at the end of Aug 22) as well as increase in placement rates, resulting in higher subsidy loss. Most of the increase are from families placed in temporary accommodation, an increase of approximately 26%, and more expensive providers are now having to be relied upon due to limited availability of properties in the market.

- **132 GF - Private Housing & Accessible Homes – (£0.2m)**

The Private Housing service is currently reporting an underspend of £0.2m against a budget of £1.3m. The favourable variance of £0.2m (18.7%) is due to additional income from Transit sites and a review of recharges to Licencing schemes. As at period 5, this service has delivered all the recovery initiatives of £0.1m.

- **135 Housing Solutions – Forecast to budget.**

The expected outturn will be in line with budget.

- **426 Housing Delivery – (0.3m)**

The expected outturn is showing an underspend of £0.3m against a budget of £0.9m. The favourable variance of £0.3m (28%) is driven by the capitalisation of staffing cost.

### **Development of Place**

This division ceased to exist from 1<sup>st</sup> August 2022, with its services re-assigned to Economy of Place and Management of Place.

### **Economy of Place**

The division is forecasting a favourable variance of **£0.4m** against a revised budget of **£5.3m**, this is after adjusting for a forecast movements that are now reflected in the Risks & opportunities section of this report, based on an expectation that this gives services and divisions a chance to find reasonable mitigations. (Please note that the revised budget position reflects only some of the movement of services in & out of this division following the creation of a new Division – Property & Asset Management, and the deletion of the Development of Place division. This will be completed in P6 and will result in c£0.2m favourable variance being moved into Management of Place),

### **Management of Place**

The division is forecasting an adverse variance of **£0.3m** against a revised budget of **£1.3m**, this is after adjusting for a forecast movements that are now reflected in the Risks & opportunities section of this report, based on an expectation that this gives services and divisions a chance to find reasonable mitigations. (Please note that the revised budget position reflects only some of the movement of services in & out of this division following the creation of a new Division – Property & Asset Management, and the deletion of the Development of Place division. This will be completed in P6 and will result in c£0.2m favourable variance being moved into Management of Place),

### **Corporate Landlord**

The division is not forecasting a material variance against the revised budget of **£7.4m**. The Risk & Opportunities Section provides details of known pressures, which it is expected for the service to review options to mitigate.

## Savings Delivery

Growth & Regeneration Led Savings													
											22/23 G&R Directorate Savings Target (€'000s):	5,126	
											22/23 Cross Cutting (G&R Led) Savings Target (€'000s):	1,852	
<b>In Year (22/23) Total:</b>											<b>6,978</b>		
A - G&R Directorate						B - Cross cutting (G&R led)							
	This month		Last month			This month		Last month					
Total value of savings (€'000s)	Value at risk (€'000s)	Proportion at risk	Total value of savings (€'000s)	Value at risk (€'000s)	Proportion at risk	Total value of savings (€'000s)	Value at risk (€'000s)	Proportion at risk	Total value of savings (€'000s)	Value at risk (€'000s)	Proportion at risk		
No - savings are at risk	646	646	100%	676	676	100%	1,789	1,789	100%	1,789	1,789	100%	
Yes - savings are safe	4,480	0	0%	4,450	0	0%	63	0	0%	63	0	0%	
SAVING CLOSED - CONFIRMED AS 'SECURED & DELIVERED'	0	0	n/a	0	0	n/a	0	0	n/a	0	0	n/a	
NO RAG PROVIDED	0	0	n/a	0	0	n/a	0	0	n/a	0	0	n/a	
<b>Grand Total</b>	<b>5,126</b>	<b>646</b>	<b>13%</b>	<b>5,126</b>	<b>676</b>	<b>13%</b>	<b>1,852</b>	<b>1,789</b>	<b>97%</b>	<b>1,852</b>	<b>1,789</b>	<b>97%</b>	
n/a - represents one off savings or mitigations in previous year	-900	0	0%	-900	0	0%	-352	0	0%	-352	0	0%	
WRITTEN OFF	0	0	n/a	0	0	n/a	0	0	n/a	0	0	n/a	
<b>Grand Total</b>	<b>4,226</b>	<b>646</b>	<b>15%</b>	<b>4,226</b>	<b>676</b>	<b>16%</b>	<b>1,500</b>	<b>1,789</b>	<b>119%</b>	<b>1,500</b>	<b>1,789</b>	<b>119%</b>	
<b>Top 5 largest savings at risk in year (ordered by size of saving at risk)</b>													
ID	Cross cutting?	Name of Proposal	Value at Risk in 22/23 (€'000)										
NEW2223_CEN03	Yes	Reduce council-owned property & Continued Corporate Landlord	1,789										
IN27b	No	Generating and saving money through energy generation and efficiency	230										
NEW2223_GRO50	No	Reprocure energy contracts	150										
NEW2223_GRO54	No	Increase civil enforcement officers	80										
NEW2223_GRO56	No	Establish at least on new Resident Parking Scheme	75										
<b>Mitigated savings from previous years' that remain 'due' for delivery this year (€m)</b>													
Amount due from previous year(s):			0.85										
Amount reported at risk:			0.55										
<b>Key Changes since last month</b> There are no changes to the G&R led cross cutting savings, which remains as having €1.8m of the €1.85m target at risk, same as P4. This relates fully to Corporate Landlord/estate rationalisation savings. However, the G&R savings position is showing a slightly improved position this month, reporting €646k at risk compared with last month's €676k at risk, this is due to: - NEW2223_GRO45 Review Housing Options budgets to identify opportunities to reduce budget reporting all €30k savings as now safe.													
<b>Key messages/ Comments</b> 1. The G&R Directorate started the year with 27 savings lines for 22/23, with a total value of €7.0m (this includes cross-cutting G&R Led savings - see split in tables A and B above). 2. The 'Reduce council-owned property & Continued Corporate Landlord' saving is marked with the full value at risk (€1.8m), and it should be noted that the breakdown of how workstreams will deliver the expected savings is still being worked on, with estate rationalisation expected to deliver a high proportion of the savings. Discussion at Delivery Executive is scheduled for 28 September. 3. Several savings have recently changed Director lead this month after restructure of services in G&R - handovers of savings are typically risky for savings delivery as ownership is transferred and new Directors are responsible for savings that were not originally put forward by themselves.													

## Section B: Risks and Opportunities

REVENUE RISKS & OPPORTUNITIES						
Division	Service	Risk or Opportunity	Description of Impact	Risk (Opportunity) €'000	Likelihood %	Net Risk (Opportunity) €'000
EoP	Developm	Risk	Reduction in Planning fee income	98	95%	93
EoP	Developm	Opportunity	Work In Progress income to mitigate reduction in planning fee income	(98)	95%	(93)
EoP	Developm	Risk	Shortfall in Markets income	100	75%	75
Corp Llord	Property I	Risk	Net Income Shortfall	363	95%	345
Corp Llord	FM	Opportunity	Vacancies in Building Practice Teams	(150)	95%	(143)
Corp Llord	FM	Opportunity	Vacancies & Extra Income	(141)	95%	(134)
MOP	BOC	Opportunity	Increased income	(101)	5%	(5)
MOP	Harbours	Opportunity	Increased income	(50)	50%	(25)
MOP	Highways	Risk	Income pressure - car parking	488	75%	366
MOP	Energy	Risk	Cost pressure - historic repairs on a project	86	95%	82
MOP	Energy	Risk	Cost pressure - removal of funding & ability to charge Mgt fees on projects	57	95%	54
MOP	Energy	Risk	Cost pressure - (District Heating, Solar & Biomass)	97	95%	92
MOP	Energy	Risk	Income Pressure - connection fees & development income	590	95%	561
<b>Total - REVENUE</b>				<b>1,339</b>		<b>1,268</b>

The net risks and opportunities flagged by service managers total €1.3m. This is a significant movement from last period and reflects the fact that the energy pressure is now being mitigated from Corporate reserves, and services are also mitigating pressures from their respective areas. The Directorate is confident that the balance of risks identified will be mitigated in the coming months.

## Section C: Capital

<b>Approved Budget</b> <b>£170.0m</b>	<b>Revised Budget</b> <b>£157.7m</b>	<b>Expenditure to Date</b> <b>£34.5m</b> 22% of Budget	<b>Forecast Outturn</b> <b>£139.0m</b> 88% of Budget	<b>Outturn Variance</b> <b>(£18.7m)</b>
<b>2021/22</b> £191.8m	<b>Comparator</b> £159.3m	£18.8m	£125.3m	(£34.0m)

### Gross Expenditure by Programme

Ref	Scheme	Current Year (FY2022) - Period 5				Performance to budget	
		Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast
		£000s				%	
CRF3	Covid Recovery Fund – Economic Infrastructure	1,114	142	1,114	0	13%	100%
GR01	Strategic Property – Temple Meads Development	15,537	1,532	4,842	(10,695)	10%	31%
GR03	Economy Development - ASEA 2 Flood Defences	7,105	5	13,728	6,623	0%	193%
GR05	Strategic Property - Hawkfield Site	1,177	2,093	3,227	2,050	178%	274%
GR05A	South Bristol Light Industrial Workspace Redevelopment	4,700	149	4,700	0	3%	100%
GR08	Delivery of Regeneration of Bedminster Green	1,586	237	2,595	1,009	15%	164%
GR09	Clean Air Zone Programme	5,135	1,087	5,425	290	21%	106%
GR10	Improvements to Local Centres	1,500	0	375	(1,125)	0%	25%
NH01	Libraries for the Future	55	(33)	55	0	-61%	100%
NH02	Investment in parks and green spaces	3,556	619	1,786	(1,770)	17%	50%
NH02A	Invest in Parks Sports Outdoor Equipment & Facility Improvements	1,500	0	300	(1,200)	0%	20%
NH03	Cemeteries & Crematoria - Pending Business Case Development	727	60	310	(418)	8%	43%
NH04	Third Household Waste Recycling and Re-use Centre	2,431	405	1,561	(870)	17%	64%
NH06A	Bristol Operations Centre - Phase 2	727	31	300	(427)	4%	41%
NH07	Private Housing	6,797	1,122	5,856	(940)	17%	86%
PL01	Metrobus	3,435	56	2,042	(1,393)	2%	59%
PL02	Passenger Transport	349	(9)	349	0	-3%	100%
PL03	Residents Parking Schemes	650	0	150	(500)	0%	23%
PL04	Strategic Transport	2,818	1,534	4,460	1,643	54%	158%
PL05	Sustainable Transport	1,661	575	2,159	498	35%	130%
PL06	Portway Park & Ride Investment	2,886	1,818	1,944	(942)	63%	67%
PL09	Highways infrastructure - bridge investment	2,235	451	3,045	810	20%	136%
PL09A	Highways infrastructure - Cumberland Road Stabilisation Scheme	4,396	1,058	4,396	0	24%	100%
PL10	Highways & Traffic Infrastructure - General	14,213	3,790	13,135	(1,079)	27%	92%
PL10B	Highways & Traffic - Street Lighting	488	40	1,304	817	8%	268%
PL10C	Transport Parking Services	692	230	692	0	33%	100%
PL11A	Cattle Market Road site re-development	969	8	1,155	186	1%	119%
PL14	Bristol Legible City Scheme	(9)	0	(9)	0	0%	100%
PL15	Environmental Improvements Programme	174	98	174	0	56%	100%
PL17	Resilience Fund (£1m of the £10m Port Sale)	45	5	45	0	12%	100%
PL18	Energy services - Renewable energy investment scheme	9,143	2,943	8,471	(672)	32%	93%
PL18A	Energy Services – Bristol Heat Networks expansion	12,396	2,865	7,908	(4,488)	23%	64%
PL18B	Energy Services - School Efficiencies	211	25	211	0	12%	100%
PL18D	Energy Services - EU Replicate Grant	11	0	11	0	0%	100%
PL20	Strategic Property	118	0	90	(28)	0%	76%
PL21	Building Practice Service - Essential H&S	4,182	388	3,456	(726)	9%	83%
PL22	Strategic Property - Investment in existing waste facilities	10	0	0	(10)	0%	0%
PL23	Strategic Property - Temple St	297	14	43	(254)	5%	15%
PL24	Bristol Beacon	24,150	8,688	21,104	(3,045)	36%	87%
PL27	Vehicle Fleet Replacement Programme	3,523	552	2,834	(689)	16%	80%
PL30	Housing Delivery Programme	12,241	1,846	12,862	621	15%	105%
PL32	Western Harbour Design Development	480	0	0	(480)	0%	0%
PL34	Strategic property - Community investment scheme	1,150	0	150	(1,000)	0%	13%
PL35	Harbour Operational Infrastructure	727	15	277	(450)	2%	38%
PL36	Investment in Markets infrastructure & buildings	386	105	386	0	27%	100%
<b>Total Growth &amp; Regeneration</b>		<b>157,673</b>	<b>34,544</b>	<b>139,019</b>	<b>(18,655)</b>	<b>22%</b>	<b>88%</b>

### Key Messages:

G&R are reporting a variance of **£18.7m** against a revised budget of **£157.7m**. The year-to-date spend of **£34.5m** (22%) represents an average of £6.9m per month. To achieve the budget/forecast target for 2022/23, the directorate will need to increase the average spend per month by **£8m** to an average of **£14.9m** each month for the rest of the year.

Below are comments provided for variances over £1m:

- **GRO1 - Strategic Property – Temple Meads Development** - This updated amount is in keeping with the latest assessments of the works and costs to be delivered this year against the Temple Island project and the Temple Quarter development initiative.
- **GR03 - Economy Development - ASEA 2 Flood Defences** - Joint scheme with South Glos. Council and Environment Agency. Project spend profile to be reviewed as latest forecast from SGC suggest project spend may be accelerated by only £2m. This will be adjusted in P6. This forecast is within the overall budget across multiple years.
- **GR05 - Strategic Property - Hawkfield Site** - The project is in the construction phase. Construction and commissioning of the new sight is now expected to be completed this year; therefore, the forecast reflects an acceleration of spend. This includes contingencies, which will be monitored closely with an aim to reallocated where possible.
- **GR08 - Delivery of Regeneration of Bedminster Green** - This overspend is due to cost overrun on the feasibility/design stage of the project. The budget holder anticipates managing this overspend through a new Cabinet report seeking CRSTS funding, or CIL funding as fallback.
- **NH02 – Investment in parks and green spaces** - Several small delays due to resourcing and tendering has slowed progress.
- **NH02A – Invest in Parks Sports Outdoor Equipment & Facility Improvements** - Slower progress than originally planned.
- **PL01 – Metrobus** – The underspend reflects the revised and reprofiling of expenditure over the this and future years. The low spend is due to a combination of reasons such as the fact that much of the expenditure is recharged at the end of the financial year – spend depends on a series of events most of which is not within the immediate control of BCC.
- **PL04 – Strategic Transport** - The A4 corridor project is one of the main reasons this project is forecasting an overspend due to inflationary pressures. A report is expected at Cabinet in October to confirm income from WECA for this scheme. Discussions are currently ongoing as to total additional funding required (c£4.4m or £5.1m).
- **PL10 – Highways & Traffic Infrastructure** – Several small delays due to resourcing and consultation issues, slowing progress.
- **PL18A Energy Services** – Bristol Heat Networks expansion - Spend still subject to approval and is expected to require the entire budget.
- **PL24 - Bristol Beacon** – The 22/23 spend forecast has been reviewed and amended and now reflects the latest yearly spend profile.
- **PL30- Housing Delivery Programme (£0.6m)** - The variance of £0.6m (5%) against the budget of £12.2m is driven by the following programme slippages:
  - HIF Glencoyne Square (£0.2m) - slippage following legal work required to amend contract with Homes England, and delays to procurement of Phase 6 works due to lack of capacity within the service.
  - The lower budget requirement of £0.2m in salary capitalisation is due to the rebadging of staffing cost as a result of structure changes.
  - The enabling work costs required for the three sites (Redcliffe Way, Dovercourt Depot and Novers Hill) included in the Goram Homes pipeline is lower than anticipated in 22/23 by £0.2m, as the scope of the work changed and only Dovercourt Depot and part of Novers Hill was completed. The budget requirements will be reviewed for future years following discussions with Goram Homes.
- **PL34 - Strategic property - Community investment scheme (£1m)** - The slippage of £1m reflects that the business case remains pending approval as the developer is yet to finalise project cost.

- **NH07 - Private Housing (£0.9m)** - This programme covers Disabilities Facilities Grant (DFG) scheme and Resonance Property Fund Investment (RSAP scheme). The Resonance Property Fund Investment scheme is reporting £0.9m slippage, due to delay in property acquisition, driven by rising material costs leading to a higher fallout rate of properties in conveyancing.

Section A: Revenue Budget Monitor

	Revised Budget	Forecast Outturn	Outturn Variance
<b>P05</b>	<b>£0.0m</b>	<b>£2.0m</b>	<b>£2.0m overspend</b>
<i>P04</i>	<i>£0.0m</i>	<i>£1.4m</i>	<i>£1.4m overspend</i>

May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
1.2	1.8	1.4	2.0						
▼	▼	▲	▼						

Key Messages:

The Housing Revenue Account at the end of period 5 is reporting a forecast overspend of £2.0m, an increase of £0.6m over the period P4 projection. The adverse variance will be funded at the financial yearend by a transfer from the general HRA reserve. The table below sets out the movement in the main income and expenditure elements between the two periods.

Summary – Housing Revenue Account

HOUSING REVENUE ACCOUNT	Revised Budget £M	Current Forecast £M	Outturn Variance £M	P4 Forecast £M	P4 vs P5 Movement £M
Income	(128.0)	(127.6)	0.4	(127.6)	0.0
Repairs & Maintenance	37.2	36.2	(1.0)	36.2	0.0
Supervision & Management	32.0	32.2	0.2	32.2	0.0
Special Services	11.5	13.3	1.8	13.3	0.0
Rents, rates, taxes and other charges	0.6	0.6	0.0	0.6	0.0
Depreciation, Revenue Funded Capital, Interest Payable and Bad Debt Provision	46.7	47.3	0.6	46.7	0.6
<b>(Surplus) / Deficit on the HRA</b>	<b>0.0</b>	<b>2.0</b>	<b>2.0</b>	<b>1.4</b>	<b>0.6</b>

**Income** is reporting an adverse variance of £0.4m at the end of period 5. As reported in previous periods, the handover of certain new schemes is behind schedule, negatively impacting the dwelling rent income forecast.

**The repairs & maintenance** forecast spend is running slightly behind budget at £36.2m, giving rise to an anticipated favourable variance at the end of period 5 of £1.0m. There are underspends in the budgets for maintenance & painting of low-rise blocks of £1.2m and Response and Relets of £0.3m. In addition to the £0.4m increase in the cost of fire safety works, this makes up the repairs and maintenance variance.

The service continues to experience capacity issues and the availability of internal resources has been hampered by staff shortages, primarily resulting from difficulties in recruiting skilled staff. This is evidenced by an underspend in salaries generated by vacancies in the service.

The issues with external contractors stem not only from difficulties in setting up a new procurement framework but also from existing providers demanding huge hikes for the services they are currently contracted to provide.

The **supervision and management service** are forecasting an adverse variance of £0.2m. This includes £1.3m for the Housing IT Transformation Programme which had no budget provision at the beginning of the financial year. The Rapid Response project, being highly reactive, is difficult to predict. The forecast was running slightly ahead of budget by £0.2m at the end of period 5.

The legal budget for 2022-23 was predicated on set amounts levied in previous years. Since actual costs are now being charged, it appears the budget will be insufficient to cover the expenditure envisaged for the year. This is therefore generating a £0.4m adverse variance. The legal requirements (following the fire survey) to institute a waking watch at Barton Hill (4 blocks) is expected to cost £0.6m for which no budget provision was made at the start of the financial year.

The forecast of salaries and common activities recharge showed net savings of (£1.9m); this, coupled with savings of (£0.5m) from corporate for finance & insurance recharges make up the overspend for supervision and management at the end of period 5.

The adverse variance of £1.8m in **Special Services** continues to reflect the anticipated increases in energy charges. The charging model is still under review and may well throw up additional uplifts in utility costs. The energy cost pressure is being treated as a risk ahead of the completion of the modelling.

**Rents, rates, taxes, and other charges:** Wellington Road and Brislington Depot budgets are being moved to recharge budget as they are now managed by the General Fund. There has been no movement between P4 and P5.

## Section B: Risks and Opportunities

### RISKS AND OPPORTUNITIES TABLE

Division	Risk or Opportunity	Detailed Comment	Net Risk / (Opportunity) £
HRA	Opportunity	<b>RCCO</b> Last year, only £177k was utilised from the budget of £3.2m allocated to capital expenditure funded from the HRA. In 2022-23 there is a budget of £3.4m. If spending patterns follow last year's trends, funds could be released to finance other projects.	Approx. (£3.0m)
HRA	Risk	<b>ENERGY CONTRACTS</b> The forecast for energy costs is still under review pending more accurate data from suppliers. As the government of the new Prime Minister settles down, it will become clear what assistance may be available for both domestic and commercial consumers.	TBC
Salary settlement	Risk	Calculated by Corporate at £1.15m	£1.2m
<b>Total</b>			<b>(£1.8m)</b>



## Section C: Capital

<b>Approved Budget</b> <b>£122.7m</b>	<b>Revised Budget</b> <b>£122.7m</b>	<b>Expenditure to Date</b> <b>£15.7</b> 13.0% of Budget	<b>Forecast Outturn</b> <b>£74.7m</b> 60.9% of Budget	<b>Outturn Variance</b> <b>(£48.0m)</b>
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Capital Budget Monitor Report for Period 5   2022-23 - Summary by Programme						
Gross Expenditure by Programme		Current Year (2022 )				
Scheme	Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast
					%	%
<b>£000s</b>						
<b>Housing Services Capital - Housing Revenue Account</b>						
Total for HRA1 - Planned Programme - Major Projects	53,473	11,229	43,221	(10,252)	21%	80.8%
Total for HRA2 - New Build and Land Enabling	68,658	3,826	30,828	(37,830)	6%	44.9%
Total for HRA4 - HRA Infrastructure	550	603	606	56	110%	110.2%
<b>Total Housing Services Capital - Housing Revenue Account</b>	<b>122,681</b>	<b>15,658</b>	<b>74,655</b>	<b>(48,026)</b>	<b>13%</b>	<b>60.9%</b>

### Key Messages:

The current report shows YTD spend of £15.7m against the approved budget of £122.7m, reflecting an increase of £3.6m compared to the previous period. The forecast slippage at £48.0m in P5 has been rescheduled across the remaining project phases for the programmes concerned.

### Planned Programme

Overall, there was a variance (slippage) of £10.2m on HRA1 at the end of P5. Work is on-going to finalise the details of the position at P5 but it is noted from analysis in July that concerns surround the following areas:

**Kitchens and rewires** – The projected slippage has reduced from £1m at P3 to -£0.6m. The forecast is based on total expected volumes of 735 against the 800 budgeted for. Work is still ongoing to address the performance concerns with the Lot 2 contractor for the South meeting the contractual volumes.

**Roof replacements (low rise)** – there have been delays with the award of the Roof framework caused by a lack of resources within procurement, and further Social Value issues resulting in a 2-month delay. The framework has now been awarded and the standstill period & Leaseholder notice period was completed at the end of August, with full mobilisation of the contract expected at the end of September. The forecast underspend has increased from £884k at Q1 to just over £1m and this is due to the roof at St Judes being put on hold as it is being considered for the Social Housing Decarbonisation Fund (SHDF) bid.

**Window replacements (low rise)** – less than half of this budget of £2.1m is forecast to be spent. No framework is currently in place and the new framework was returned with no bids. Consultation was completed with window companies to ascertain what went wrong, and changes have been made to lots and specifications as a result. This will now be retendered at the end of September which will mean that if successful, mobilisation would be expected around February with minimal delivery this year. The underspend will be reviewed at the end of this period to reflect the anticipated reduction in delivery. The Redcliffe projects are on hold due to possible inclusion on the SHDF bid.

**External Maintenance & Painting (Low Rise)** – A slippage of £1.2m is forecast against a budget of £4.7m. Procurement capacity issues led to delays with the procurement of this work, and internal team capacity is likely to also have an impact. Redcliffe and St Judes projects are now on hold due to possible inclusion within the SHDF bid.

The Planned & Cyclical team capacity will impact on the delivery of these programmes as indicated above. There are 3 external works surveyor vacancies and the first round of recruitment to fill these posts was unsuccessful. The advert for the Surveyor closed on 28<sup>th</sup> August and shortlisting is currently underway, and the post of supervisor is currently being advertised.

### **New Build and Land Enabling**

The budget for New Build & Land Enabling was set at £68.6m. There was uncertainty, given the issues encountered in delivering last year's programme, about the level of spend that could reasonably be expected during 2022-23. As a result of the well-known issues with contract price inflation and the difficulties some contractors are experiencing, the development team have revised their expectation of the amount of work that will be completed by the end of the financial year.

The forecast has been revised at the end of P5 to £30.8m, a decrease of approximately £10.2m compared to the P4 forecast. This relates to two main projects: 1) Oakhanger was reduced by £4.7m because of delays in starting the construction contract whilst negotiating uplifted tender. This has reduced 22-23 spend significantly, now reprofiled into following years; 2) The Hengrove Bookend project forecast was reduced by £5.2m as expenditure was slipped into 2023-24.

## Section A: Revenue Budget Monitor

	Revised Budget	Forecast Outturn	Outturn Variance
<b>P05</b>	<b>£186.7m</b>	<b>£206.6m</b>	<b>£19.9m overspend</b>
<i>P04</i>	<i>£184.7m</i>	<i>£200.3m</i>	<i>£19.6m overspend</i>

May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
15.6	18.1	19.6	19.9						
▼	▼	▼	▼						

## Revenue Position

## Summary DSG position 2022/23 Period 5 (P5)

	b/f balance*	Net DSG funding/budget 2022/23	P5 2022/23 Forecast Outturn	In-year variance at P5	Cummulative c/f
<b>£'000</b>					
Schools Block	0	82,903	82,903	0	0
De-delegation	(504)	0	0	0	(504)
Schools Central Block	8	2,742	2,742	0	8
Early Years	(472)	35,988	36,457	469	(3)
High Needs Block	26,359	63,508	82,204	18,696	45,055
HNB Transformation	(740)	1,531	2,271	740	0
Funding	0	(186,672)	(186,672)	0	0
<b>Total</b>	<b>24,650</b>	<b>(0)</b>	<b>19,906</b>	<b>19,906</b>	<b>44,556</b>

## Key Messages:

Bristol's Dedicated Schools Grant (DSG) allocation for 2022/23 is £423.5m, £186.7m after deductions and excluding de-delegation fund. DSG is currently forecasting an in-year overspend of £19.9m, a cumulative overspend of £44.5m when including brought forward deficit balance of £24.6m from previous years. This represents an adverse movement of £4.3m from Period 2 Quarter 1 (P2 Q1) forecast. High Needs top up demands continue to surge as number of EHCP applications (new) reached 204 cases (Primary: 167; Secondary: 37) plus re-banding requests of 106 cases (Primary: 87; Secondary: 19). This is equivalent to a total additional request of £1.3m in June 2022 panel only. The main area of concern is still within High Needs block which is forecasting an in-year overspend of £18.7m (excluding £0.7m planned overspend in transformation programme funded from previous years' underspend).

In order to bring DSG annual spend back to a sustainable footing, Bristol has been actively engaging with DfE (Department for Education) DBV programme (Delivering Better Value in SEND). Further details on DBV programme updates and DSG Management Plan with potential mitigation options is included within Schools Forum September 2022 papers: [September 22 SF papers](#)

**Section A: Revenue Budget Monitor**

	Revised Budget	Forecast Outturn	Outturn Variance
<b>P05</b>	<b>£5.8m</b>	<b>£6.2m</b>	<b>£0.4m</b>
<i>P04</i>	<i>£5.8m</i>	<i>£5.8m</i>	<i>£0m</i>

May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
0	0	0	0.4						
			▼						

**Communities and Public Health:**

As well as the £34.6m Public Health Grant, the Director of Public Health is also responsible for the Council’s Sports & Leisure Contracts, the Communities & Neighbourhoods Services, and the Environmental Health Service.

Alongside a general fund budget of £5.8m for this, the service receives ring fenced grants to address issues such as Domestic Abuse & Sexual Violence, tackling Substance Misuse and other Public Health programmes. Communities and Public Health service is forecasting an overspend of £0.4m (6.9%). The forecast overspend is in respect of PFI Leisure Centres.

A Public Health Grant of £34.6m was awarded for 2022/23 by Public Health England (PHE) and this is forecasting a nil variance outturn at P5. The Public Health Grant is awarded annually to the local authority. It is ring fenced for the purposes of public health. The grant funds a range of mandated public health services and supports the Director of Public Health to discharge their statutory duties for protecting health, improving health, promoting health equity, and reducing health inequalities through the funding of locally identified public health priorities.

Bristol’s local priorities include reducing harms from drugs and alcohol, improving mental health, reducing harms from domestic abuse, food equality and community health action. 72% of public health functions and services are externally commissioned with 16% internally commissioned. An annual return must be provided by the authority to Public Health England, which is audited against the grant regulations. The breakdown of the planned programmes is shown in tables 2 and 3 below.

The tables below provide a breakdown as follows:

- Table 1: The budget for 2022/23 and the current forecast at P05
- Table 2: Further information on the Internally commissioned services for 2022/23
- Table 3: Further information on the Externally commissioned services for 2022/23

**Table 1 – P5 Summary of Budget and Forecast 2022/23**

<b>Public Health Grant</b>	<b>Revised Budget 2022/23</b>	<b>Forecast as at P5</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Salaries	3,294	3,020	(274)
Running Costs & Overheads	1,163	1,005	(158)
Internal Commissioned Services	7,197	6,212	(985)
External Commissioned Services	31,348	31,445	97
<b>Gross Cost</b>	<b>43,002</b>	<b>41,682</b>	<b>(1,320)</b>
Funding:			
Public Health Grant	(34,588)	(34,588)	0
Partnership Funding	(6,575)	(6,575)	0
Transfer to/from PH Reserve	(1,840)	(520)	1,320
<b>Total Funding</b>	<b>(43,002)</b>	<b>(41,683)</b>	<b>1,320</b>
<b>Net Spend</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Table 2 – Planned Internally Commissioned Programmes**

Public Health Grant - Internal Commissioning intentions	Directorate	Planned 2022/23	Forecast as at P5	Variance Outturn as at P5
		£'000	£'000	£'000
Gypsy and Traveller Health	Growth & Regeneration	12	12	0
Healthy Homes	Growth & Regeneration	70	70	0
Prevention Homelessness - Substance Misuse Pathway	Growth & Regeneration	750	750	0
Breast Feeding Support Team	People	83	83	0
Children's Centres	People	1,220	1,220	0
Community Use of school sports facilities	People	655	655	0
Children and Young People Substance Misuse	People	146	146	0
Domestic Abuse	People	998	998	0
Impact Fund - Grants to VCSE	People	673	673	0
Community Development	People	1,156	1,156	0
Suicide & Drug Death Audit	Resources	12	12	0
Quality of Life	Resources	10	10	
Public Health Campaigns	Resources	15	30	15
Health Equity	Resources	49	49	0
Safety at Night (mental health, drugs & alcohol, water safety)	Growth & Regeneration	75	75	0
Public Health Communication Engagement & Insight	Resources	51	51	0
Health in all Policy	Resources	50	50	0
Public Health Procurement & Contracting	Resources	143	143	0
One City Partnerships for Health	Resources	30	30	0
Health & Wellbeing Innovation Fund (drawdown on delivery) *	Various	1,000	0	(1,000)
<b>Total - Internal Commissioned Services</b>		<b>7,197</b>	<b>6,212</b>	<b>(985)</b>

**Notes**

\* Health & Wellbeing Innovation Fund, funded from Public Health Reserves

**Table 3 - Planned Externally Commissioned Programmes**

PHE Code	Public Health Grant - External Commissioning Intentions	Planned 2022-23	Forecast as at P5	Variance Outturn as at P5
		£'000	£'000	£'000
361	Sexual health services - STI testing and treatment (prescribed functions)	5,020	5,050	30
362	Sexual health services - Contraception (prescribed functions) **	3,781	3,751	(30)
363	Sexual health services - Promotion, prevention and advice (non-prescribed functions)	534	534	0
365	NHS health check programme (prescribed functions)	394	301	(93)
366	Health protection - Local authority role in health protection (prescribed functions)	0	0	0
368	National child measurement programme (prescribed functions)	222	222	0
371/372	Obesity - Children & Adults	271	286	15
373/374	Physical Activity - Children & Adults *	908	585	(323)
376/377	Substance misuse - Treatment for drug & Alcohol misuse in adults ***	7,870	7,974	104
378/379/380	Substance misuse - Preventing & Reducing harm from drug & Alcohol misuse in adults, children and young people	794	722	(72)
381	Smoking and tobacco - Stop smoking services and interventions	381	466	85
382	Smoking and tobacco - Wider tobacco control	0	0	0
383/384/385	Children 0-19 public health programmes (including schools nursing and other health programmes)	11,030	11,410	380
386	Health at work	0	0	0
387	Public mental health	62	113	51
389	Miscellaneous public health services - other	80	30	(50)
	<b>Total External Commissioning Intentions</b>	<b>31,348</b>	<b>31,445</b>	<b>97</b>

**Notes**

\* Physical Activity: Recommissioning of Leisure Centres, funded by Public Health reserves.

\*\* Sexual Health Services: £60,000 of this is one year only relating to a postpartum Contraception Pilot, funded by Public Health reserves

\*\*\* Substance misuse treatment: £60,000 of this is one year only relating to recommissioning costs, funded by Public Health reserves





# Decision Pathway – Performance Report

**PURPOSE:** For reference

**MEETING:** Cabinet

**DATE:** 04 October 2022

<b>TITLE</b>	<b>Quarterly Performance Progress Report (Q1 - 2022/23)</b>		
<b>Ward(s)</b>	All wards		
<b>Author:</b> Guy Collings	<b>Job title:</b> Head of Insight, Performance & Intelligence		
<b>Cabinet lead:</b> Cllr Cheney	<b>Executive Director lead:</b> Mike Jackson		
<b>Proposal origin:</b> <i>BCC Staff</i>			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> <i>Cabinet</i>			
<b>Purpose of Report:</b> To brief Cabinet on the outcomes from the new Thematic Performance Clinics for Q1 2022/23 and highlight areas for additional Performance Improvement support.			
<b>Evidence Base:</b> This report and appendices provide the relevant Performance Measures from the Business Plan 2022/23, as approved by CLB in Feb and noted by Cabinet in March 2022. Performance reporting is now based on the Bristol City Council (BCC) Corporate Strategy 2022-27. Key points of note:  <b>Thematic Performance Clinics (TPCs)</b> - As per the Performance Framework 2022/23, reporting is primarily through new Thematic Performance Clinics (see <a href="#">Corporate Performance Reporting (sharepoint.com)</a> ), which focus on overall Performance for each of the 7 Business Plan themes, and address specific Performance Improvement issues for that theme. EDMs are seeing the outcome of the TPC work (hence later EDM report date) plus a summary of EDM metrics  <b>Business Plan Actions</b> – for the first time, Performance reporting includes progress of the Business Plan Actions as well as Performance Metrics. This allows much more focus on delivery of the Business Plan Priorities.  <b>Business Plan Priority Measures / City Outcomes</b> – The quarterly reports focus on <b>Business Plan Priority Measures</b> (mainly quarterly measures centred on the Corporate Strategy priorities; primarily metrics the council has more direct responsibility over, so used to measure council performance). Where relevant they'll note <b>City Outcomes</b> (annual indicators on the Corporate Strategy themes and overall 'health of the city'; primarily outcome-focused measures that are longer term and slow moving, with long-term targets); these will all be in the Annual report.  <b>Impact of Covid-19</b> – Covid-19 renewal and recovery is embedded into our Business Plan Priorities and is being delivered across all areas of the council. Targets are set to take account of this, including some which may appear counter-intuitive compared to last year's outturn (see <a href="#">2022/23 Performance Measures and Targets</a> ).			
In terms of current performance, of note is the following:			
<b><u>Performance summary:</u></b>			
Taking the available Business Plan Performance metrics and Actions for this quarter:			
<ul style="list-style-type: none"> <li>• <b>45%</b> of all Business Plan Priority Measures (with established targets) are on or above target (23 of 51)</li> <li>• <b>67%</b> of all Business Plan Priority Measures (with a comparison 12 months ago) have improved (29 of 43)</li> <li>• <b>85%</b> of all Business Plan Actions are currently On Track or better (73 of 86)</li> </ul>			
<b><u>Key Points of focus:</u></b>			

Theme	Actions on schedule	Priority Metrics on target	Metrics Improved - from 12 months ago	Overall Progress	Points of Focus
Children & Young People	81% (9 of 11)	25% (1 of 4)	100% (1 of 1)	Behind schedule	<ul style="list-style-type: none"> <li>• Provision of early help to families through newly formed Family Hubs</li> <li>• Percentage of Family Outcomes achieved through the Supporting Families programme</li> </ul>
Economy & Skills	100% (13 of 13)	38% (3 of 8)	50% (4 of 8)	On Track	<ul style="list-style-type: none"> <li>• Bristol City Council Apprenticeship Levy spent</li> <li>• The number of people able to access care &amp; support through the use of Technology Enabled Care (TEC)</li> </ul>
Environment & Sustainability	93% (14 of 15)	50% (2 of 4)	100% (2 of 2)	On Track	<ul style="list-style-type: none"> <li>• Residual untreated waste sent to landfill (per household)</li> <li>• Commercial Waste</li> </ul>
Health, Care & Wellbeing	89% (8 of 9)	40% (2 of 5)	60% (3 of 5)	On Track	<ul style="list-style-type: none"> <li>• Delivery of the Fuel Poverty Action Plan and provision of guidance and advice through a food and fuel poverty resource and information hub</li> <li>• Emergency payments to reduce food and fuel poverty and housing costs</li> </ul>
Homes & Communities	80% (12 of 15)	50% (8 of 16)	60% (9 of 15)	Behind schedule	<ul style="list-style-type: none"> <li>• Community participation and engagement</li> <li>• Housing pressures and SEND</li> </ul>
Transport & Connectivity	80% (8 of 10)	33% (1 of 3)	100% (3 of 3)	Behind schedule	<ul style="list-style-type: none"> <li>• Clean Air Zone (CAZ)</li> <li>• Bus driver recruitment challenges</li> </ul>
Effective Development Organisation	69% (9 of 13)	55% (6 of 11)	78% (7 of 9)	Behind schedule	<ul style="list-style-type: none"> <li>• Digital Transformation Programme</li> <li>• New approach to corporate performance management, including a new corporate scorecard and city dashboard</li> </ul>
<b>All</b>	<b>85%</b> <b>(73 of 86)</b>	<b>45%</b> <b>(23 of 51)</b>	<b>67%</b> <b>(29 of 43)</b>		

### **Performance highlights:**

Key points from the relevant Thematic Performance Clinics to note are below. Full Thematic reports, with progress against all metrics and actions, are included in Appendix A1.

#### **Theme 1 – Children & Young People:**

- 81% of actions (9 of 11) are on schedule with 25% (1 of 4) priority metrics on target, the overall performance of this theme is assessed as behind schedule.
- The DfE / DHSC have indicated that funding of £4.5-4.76m will be available over the next 3 years starting 2022-23 and an outline business plan has been approved by the Corporate Leadership Board (CLB) and is being developed.
- The maintained school improvement offer has been redesigned to work on a locality basis. As OfSTED inspections resume, following the hiatus of Covid-19, it appears that most are being judged Good, thereby denoting good progress towards the aim of meeting or exceeding the national average for Ofsted ratings that at least 86% of Schools are rated Good or Outstanding.
- Tackling absenteeism and suspension rates present a challenge. A detailed action plan has recently been completed and complements the work of focussed work groups to address some of the barriers to reduce

absence rates. There is a plan to introduce the Governments 'Working Together to Improve School Attendance' for the 2022/23 academic year and a keen eye will be kept on progress as the year develops.

- A focus for Q2's Performance Clinic will be on the percentage of family outcomes achieved through the Supporting Families programme. Performance across Q1 was not as strong as anticipated and although the figure involves a relatively small number of children, a citywide moderation is taking place to ensure a consistent approach to goal setting and outcomes with families across the localities.
- One key action that is identified as being behind schedule is: 'Support and welcome newly arrived children, including refugees and unaccompanied asylum seekers to our city. We will find suitable accommodation, or foster carers within the city and develop clear processes and pathways to ensure every child is safe, nurtured and has timely access to education provision'. Whilst there have been clear processes and pathways developed to ensure that newly arrived children, including refugees and Unaccompanied Asylum-Seeking Children (UASC) have access to timely education provision, the access to suitable accommodation or foster carers within the city is behind schedule, as there are wider difficulties in securing foster carers or suitable accommodation for children in the city. This is being addressed by social care partners to increase availability and progress will be carefully monitored.
- Note – there is a request to agree removal of CPY4 action 'Pilot the use of supported group living for young people at risk of exploitation and address isolation and loneliness'. This was included in the Business Plan in error as whilst there is ongoing work to reduce risk of exploitation, it was an error to focus on 'pilot supported group living' for this cohort.

#### Theme 2 - Economy & Skills:

- 100% of actions (13 of 13) are on schedule with 38% (3 of 8) priority metrics on target, the overall performance of this theme is assessed as on schedule.
- Q1 2022/3 has seen significant levels of apprenticeship levy spend through increased rates of apprenticeship completions. Support of community Levy sharing has continued to see targeted investment into the local apprenticeship offer, especially in Health and Social Care, Policing and SMEs. Good levels of pipeline starts during September and October will ensure spending is maintained at or marginally above current levels.
- As of May 2022, 298 organisations were living wage accredited, against an annual target of 361.
- Q1 performance around the percentage of adults with learning difficulties known to social care, who are in paid employment, shows an unprecedented drop of nearly 2% in a 3-month period and does not appear to reflect the work to date. The data is to be revisited to explore any anomalies, as the strong into work rate of the 'we work for everyone' employment support programme for people with learning difficulties had been significantly exceeding the into paid work targets.
- Performance around the number of people able to access care & support through the use of Technology Enabled Care (TEC) is well below quarterly target as a result of fewer referrals being submitted by Adult Care practitioners. The profile of TEC work is to be raised with practitioners through a new communications plan during Q2 with case studies outlining its benefits. Team capacity will double in September which should significantly improve performance.

#### Theme 3 - Environment and Sustainability:

- 93% of actions (14 of 15) are on schedule with 50% (2 of 4) priority metrics on target, the overall performance of this theme is assessed as on schedule.
- Performance to reduce the residual untreated waste sent to landfill (per household) is significantly ahead of target. With Energy Recovery Centres becoming fully operational, alongside more refuse being processed through the mechanical sorting and separation contract, further improvements should be noted across coming months. Only 0.46kg (per household) was sent to landfill in Q1 against an annual target of 80kg.
- Conversely, the reduction in the percentage of household waste sent for reuse, recycling and composting is trailing slightly below target, albeit showing an improvement from the previous year.
- Delivering the Council's Climate Emergency Action Plan 2022 will not be straightforward – there are many obstacles to overcome before we as both a city and as a council can be considered carbon neutral, climate resilient or effectively mitigating against the ecological emergency we all face. In particular, we note the impact

of current financial pressures on recruitment and existing budgets, the need to join up efforts within the Council through the Strategic Climate and Ecological Emergency Board and working in close partnership with the One City Board to deliver the ambitions across the city.

#### Theme 4 – Health, Care and Wellbeing:

- 89% of actions (8 of 9) are on schedule with 40% (2 of 5) priority metrics on target, the overall performance of this theme is assessed as on track.
- The Bristol, North Somerset and South Gloucestershire Integrated Care System (ICS) was officially established in July 2022 and continues to develop and make positive progress.
- The percentage of service users (aged 65+) receiving Tier 3 (long term care) at home or in a tenancy is performing well. The number of older people receiving the highest level of support has fallen since 2018, however the percentage has continued to improve as the number of Tier 1 & 2 service users increased.
- Whilst the funding to provide emergency payments to reduce food and fuel poverty and housing costs is being used proportionately, central government changes to the way Bristol can distribute the monies (one third must be paid to pensioners) means a proportion of any underspend will be returned to the Government.
- The number of service users aged 18-64 in Tier 3 (long term care) remains a concern. Long term support for this age group has grown by around 300 in 4 years. Some of this was caused by an increase in mental health support that spiked during covid, but the trend has been consistently up since before then. 18-64 year olds account for 50% of service users in long term care, up from 40% just a few years ago. This cohort generally costs more to support, has more complex needs but make less financial contribution to their care than over 65s following their financial assessments. All of this combines to place substantial pressures on the ASC budget.

#### Theme 5 - Homes and Communities:

- 80% of actions (12 of 15) are on schedule with 50% (8 of 16) priority metrics on target, the overall performance of this theme is assessed as behind schedule.
- The number of private sector dwellings returned into occupation is significantly above target (122 against an annual target of 375) as a result of reformatting communication to owners and a joint working initiative between Housing, Council Tax and the Fraud Team.
- Performance around both empty council properties and average relet times is below the revised aspirational targets. In respect of the former the Q1 figures stands at 304 against an annual target of 150 and in respect of the latter the Q1 figure is 75 days against the target of 50. These issues have been followed up by the performance clinic and a meeting arranged in September where the steps, barriers and next actions will be discussed. This will include an update on the progress of the procurement of a new multiple contractor contract to support property refurbishment and the status of the action plan being developed to improve the relet process.
- The number of Council homes with an EPC rating of D or lower (27.8% in Q1) is both below original and the newer, aspirational (22.5%) target, with actions and delivery plans in place. Performance across Q2 will be closely monitored.
- The issuing of ECHPs within 20 weeks remains a particular concern, with performance in Q1 standing at 33.5% against the target of 50%. During the period January to March 2022, 57 of the 170 new EHC plans were finalised within the 20-week timescale. The importance of timely needs assessments for children and young people and is absolutely recognised and the Council is actively seeking to make further improvements.

#### Theme 6 - Transport and Connectivity:

- 80% of actions (12 of 15) are on schedule with 33% (1 of 3) priority metrics on target, the overall performance of this theme is assessed as behind schedule.
- The Government has approved the official launch date for Bristol's Clean Air Zone (CAZ) on 28<sup>th</sup> November 2022 and all new vehicles being licenced are CAZ compliant.
- Funding has been secured and the project is progressing well to replace existing streetlights with LED lights and utilise a Central Management System, which will save around £1 million per year when completed as well as reduce the council's carbon footprint.

- Bus service patronage is increasing although roughly 75% of pre-Covid levels. The BSIP (Bus Service Improvement Plan) should improve things and provide additional funding / services. However, bus driver shortages are resulting in reduced services and potential routes being cut. WECA and First state there are significant efforts being made on driver recruitment but they anticipate that this will not be resolved until October 2023 at the earliest. Both the CAZ and the new Portway Park and Ride are expected to increase bus service demand at a time when the aforementioned driver shortages are resulting in reduced service and routes being cut.
- Existing journeys on Bristol's Park & Ride services are still improving from pre-pandemic levels but remain low – 230,248 in Q1 against an annual target of 1,088,762.

**Theme 7 - Effective Development Organisation:**

- 69.2% of actions (9 of 13) are on schedule with 54.5% (6 of 11) priority metrics on target, the overall performance of this theme is assessed as behind schedule.
- The Digital Transformation Programme Full Business Case was approved by Cabinet at its meeting on July 12<sup>th</sup> – the programme is at an early stage but is moving apace and currently operating to schedule across the majority of projects.
- The percentage of complaints escalated from Stage 1 to Stage 2 (a new metric aiming for low numbers of escalations) is performing better than expected, standing at 6.1% against the target of 8%.
- Efforts to reduce the race pay gap in Bristol City Council have exceeded expectations and is performing significantly better than target. However, this must be tempered by the fact that this is potentially attributable to a cohort of lower paid staff from minority backgrounds transferring from the Council to Bristol Waste.
- Increasing the percentage of employment offers made to people living in the 10% most deprived areas remains consistently problematic. Current performance is significantly worse than target (3.7% against the target of 6.5%). This was the primary focus of the Quarter 1 thematic Performance Clinic with a refreshed Workforce Strategy looking to set out actions to close the gap between current performance and target.
- A notable outlier and risk-flag is staff sickness which, whilst only marginally above target and relatively stable, has shown increases in stress-related absences. With continuing capacity pressures on teams, this will require close monitoring and pro-active management.
- There are some concerns over the pace and resourcing of delivery of the final elements of the council's new approach to performance management. Whilst the corporate Performance Framework was redesigned and launched successfully, along with a new approach which includes the Performance Clinics referenced in this and similar reports, the Action is considered delayed and is well behind schedule due to delays with financing, commissioning and producing new corporate and city performance measurement dashboards. This remains in hiatus in light of current corporate financial pressures and a subsequent review of the Data and Insight Programme.

**Cabinet Member / Officer Recommendations:**

1. That Cabinet note the Thematic Performance Clinic reports and Performance progress, and the measures to address performance issues.

**Corporate Strategy alignment:** All Business Plan Performance metrics and actions are designed to demonstrate our progress towards the Corporate Strategy 2022-27.

**City Benefits:** Understanding whether BCC is delivering the priority outcomes for the citizens and city as outlined in the annual Business Plan will ensure organisational effort can be focussed on benefit realisation.

**Consultation Details:** Performance progress has been presented to Divisional Management Team (DMT) and Executive Director Meetings, and through the Thematic Performance Clinics prior to the production of this report.

**Background Documents:**

1. [Corporate Performance Reporting - Home \(sharepoint.com\)](#)
2. [BCC Corporate Strategy 2022-27](#)
3. [BCC 2022/23 Business Plan](#)
4. [BCC 2022/23 Performance Framework](#)
5. [2022/23 Performance Measures and Targets](#)

<b>Revenue Cost</b>	£0	<b>Source of Revenue Funding</b>	N/A
<b>Capital Cost</b>	£0	<b>Source of Capital Funding</b>	N/A
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:** There are no specific financial implications as part of the report. Identification and delivery of meeting key performance indicators is a major part of annual service planning including budget setting. Identifying key outcomes and targets should have a significant impact on allocation of resources through annual budget setting process, similarly availability of resources to delivery outcomes will impact the achievability of targets. Performance information should be viewed alongside services financial information and progress of delivery of key projects.

**Finance Business Partner:** Glenn Hammons - 22 August 2022

**2. Legal Advice:** Reporting performance against the business plan and corporate strategy assists the Council to comply with its duty to make arrangements to secure continuous improvement in the way in which the Council's functions are exercised, having regard to a combination of economy, efficiency and effectiveness. Any specific legal issues arising from this report will be dealt with separately.

**Legal Team Leader:** Nancy Rollason – 22 August 2022

**3. Implications on IT:** I can see no implications on IT in regard to this activity.

**IT Team Leader:** Alex Simpson, Senior Solution Architect - 22 August 2022

**4. HR Advice:** There are no direct HR implications arising from the report. However, to achieve the targets proposed resources may need to be deployed differently, and additional resource may be required in some areas.

**HR Partner:** James Brereton - 22 August 2022

<b>EDM Sign-off</b>	All 3 EDMs	24 Aug 2022
<b>Cabinet Member sign-off</b>	Cllr Cheney CMB	05 Sept 2022
<b>For Key Decisions - Mayor's Office sign-off</b>	N/A	N/A

<b>Appendix A – Further essential background / detail on the proposal</b> Appendix A1: All 7 Thematic Performance Clinic reports combined Appendix A2: Short definitions for each Performance metric included on Appendix A1	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>NO</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>NO</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>

# Decision Pathway – Report

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**PURPOSE:** For reference

**MEETING:** Cabinet

**DATE:** 04 October 2022

<b>TITLE</b>	<b>Corporate Risk Management Report – Q2 2022/23</b>		
<b>Ward(s)</b>	City wide		
<b>Authors: Risk and Insurance Senior Officers</b>	<b>Job title: Risk and Insurance Senior Officers</b>		
<b>Cabinet lead: Councillor Cheney</b>	<b>Executive Director lead: Mike Jackson</b>		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> For noting <b>Decision forum:</b> For noting			
<b>Purpose of Report:</b>			
<ol style="list-style-type: none"> <li>1. The report provides an update current significant strategic risks to achieving the Council’s objectives as set in the Corporate Strategy 2018-2023 and summarises progress in managing the risks and actions being taken as at Quarter 2 2022-23.</li> </ol>			
<b>Evidence Base:</b>			
<b>Context</b>			
<ol style="list-style-type: none"> <li>1. The Corporate Risk Report (CRR) is a key document in the council’s approach to the management of risk; it captures strategic risks set out in the Corporate Strategy 2018-2023. It also provides a context through which Directorates construct their own high-level risk assessments and is used to inform decision making about business planning, budget setting, transformation and service delivery.</li> <li>2. The CRR provides assurance to management and Members that Bristol City Council’s significant risks have been identified and arrangements are in place to manage those risks within the tolerance levels agreed. It should be noted that ‘risk’ by definition includes both threats and opportunities, which is reflected in the CRR.</li> <li>3. The Accounts and Audit Regulations 2015 require that the council to have in place effective arrangements for the management of risk. These arrangements are reviewed each year and reported as part of the Annual Governance Statement (AGS). Ensuring that the Service Risk Registers (SRR), Directorate Risk Reports (DRR) and the Corporate Risk Reports (CRR) are soundly based will help the council to ensure it is anticipating and managing key risks to optimise the achievement of the council’s objectives and prioritise actions for managing those risks.</li> <li>4. The registers and reports are a management tool. They need regular review to ensure that the occurrence of obstacles or events that may put individual’s safety at harm, impact upon service delivery and the council’s reputation are minimised, opportunities are maximised and when risks happen, they are managed effectively to minimise the impact.</li> <li>5. The CRR summary of risks is attached to this report at Appendix A and is the latest position following a review by managers and Directors.</li> </ol>			

## Corporate Risk Report - Summary of Corporate Risks:

6. Cabinet is asked to note the CRR as a working summary report of the critical and significant risks from the Service Risk Registers as at September 2022.
7. The CRR sets out the critical, significant and high rated threats and opportunity risks. All other business risks reside on the Service Risk Registers.
8. Members of EDM's and the Corporate Leadership Board reviewed the DRRs in September 2022 to form the CRR. Cabinet is asked to accept the attached CRR as a working summary report of the critical and significant risks from the Service Risk Registers.
9. The Q2 22-23 Corporate Risk Report (CRR) as at 2<sup>nd</sup> September 2022 contained:

Threat Risks	Opportunity Risks	External / Contingency Risks
<ul style="list-style-type: none"> <li>• 1 critical</li> <li>• 23 high</li> <li>• 3 medium</li> <li>• 3 new</li> <li>• 1 in progress</li> <li>• 3 improving</li> <li>• 1 deteriorating</li> <li>• 1 closed/replaced</li> </ul>	<ul style="list-style-type: none"> <li>• 1 high</li> <li>• 1 closed/realised</li> </ul>	<ul style="list-style-type: none"> <li>• 1 critical</li> <li>• 2 high</li> <li>• 1 improving</li> </ul>

10. A summary of risks (Threat and Opportunities) for this reporting period are set out below:

### Threat Risks

11. There is one critical threat risk:
  - 'CRR46 - Increased costs, restrictions and uncertainty of future sufficient insurance cover for higher risk properties'. The risk rating being  $4*7 = 28$  critical threat risk.
12. There are three new risks:
  - 'CRR50 – Impact of Adult Care Charging Reforms Legislation'. The risk rating is  $3*7 = 21$  high risk.
  - 'CRR51 - Risk that increasing internal and external pressures compromises the independence of vulnerable adults'. The risk rating is  $3*7 = 21$  high risk. This risk was recommended to be created to replace the 'CRR23 - Adult and Social Care (ASC) Transformation Programme 2020/21-2021/22' following a risk workshop with an external risk consultant where it was concluded that the Adult Social Care Transformation Programme is a mitigation to respond to a number of issues faced within Adult Social Care. As such this risk has been created to reflect the pressures faced by Adult Social Care for which the adult transformation programme is a mitigation. In addition, risks 'CRR51a - Risk that increased social worker and occupational therapist vacancies and sickness rates will result in vulnerable adults', 'CRR51b - Safeguarding Adults at Risk with Care and support needs (formerly CRR10)', 'CRR51c - Adult and Social Care major provider/supplier failure (formerly CRR39)' and 'CRR51d - Adult Social Care Financial Sustainability and Systems Optimisation – In progress' have become corporate level sub-risks of this overarching parent risk.
  - 'CRR51a - Risk that increased social worker and occupational therapist vacancies and sickness rates will result in vulnerable adults' care being compromised'. The risk rating is  $3*7 = 21$  high risk.
13. There is one threat risk which is in progress:
  - 'CRR51d – Adult Social Care Financial Sustainability and Systems Optimisation'. This risk is in progress and will be added to the Q3 CRR.
14. There are two improving threat risks:
  - 'CRR49 - Workforce Resilience' This risk has improved from a  $3*7 = 21$  High risk to  $4*5 = 20$  High Risk in Q2.
  - 'CRR4 - Failure to Deliver an effective Corporate Health, Safety and Wellbeing Framework'. This risk has improved from a  $3*5 = 15$  High risk to a  $2*5 = 10$  Medium Risk.



- 'CRR39 - Adult and Social Care major provider/supplier failure'. This risk has improved from a  $3*7 = 21$  High risk to  $4*5 = 20$  High Risk in Q2.
15. There is one deteriorating threat risks:
- 'CRR45 - Failure to deliver statutory duty in respect of Children' This risk has increased in rating from  $3*3 = 9$  Medium risk to  $3*5 = 15$  High risk.
16. There is one closing Threat Risks:
- 'CRR23 - Adult and Social Care (ASC) Transformation Programme 2020/21-2021/22'. This risk has been closed and replaced with CRR51 (and sub risks CRR51a, b, c and d). As per the above, following a risk workshop with an external risk consultant where it was concluded that the Adult Social Care Transformation Programme is a mitigation to respond to a number of issues faced within Adult Social Care.

#### External and Civil Contingency Risks

17. There is one critical external risk:
- 'BCCC5 - Cost of Living Crisis impact on Citizens and Communities'. This risk has a risk rating of  $4*7 = 28$  Critical risk.
18. There is one improving external risk:
- BCCC4 – COVID-19 Population Health.' This risk rating has improved from a risk rating of  $3*5 = 15$  High risk to  $3*3 = 9$  Medium Risk.

#### Opportunity Risks

19. There is one closing opportunity risk:
- 'OPP2 – Corporate Strategy'. This risk has closed as it has been delivered; the appropriate frameworks/processes are in place and approved.

#### Additional Information:

- A review of the council's risk maturity, culture and appetite will be conducted in Q3 2022-2023. This will feed into a review of the wider Risk Assurance Policy.
- For more detail on individual risks and their management, please see the attached Appendix A.
- The closed risks are now reflected within individual risks across the Council's Service Risk Registers.
- All risks on the CRR have management actions in place.
- It is not possible to eliminate the potential of failure entirely without significant financial and social costs. The challenge is to make every reasonable effort to mitigate and manage risks effectively, and where failure occurs, to learn and improve.

#### Cabinet Member / Officer Recommendations:

That Cabinet

1. Notes the current strategic risks and mitigating actions being taken to reduce to within tolerance.

#### Corporate Strategy alignment:

Managing risks are an integral element to the achievement of the BCC Corporate Strategy deliverables.

#### City Benefits:

Risk Management aims to maximise achievement of the council's aims and objectives by reducing the risks to those achievements and maximising possible opportunities that arise.

#### Consultation Details: none

#### Background Documents:

<https://democracy.bristol.gov.uk/documents/s28767/10 Appendix A - BD11378 - Risk Management Assurance Policy Jan 2019.pdf>

<b>Revenue Cost</b>	£	<b>Source of Revenue Funding</b>	Insert specific service budget name
<b>Capital Cost</b>	£	<b>Source of Capital Funding</b>	e.g. grant/ prudential borrowing etc.

One off cost <input type="checkbox"/>	Ongoing cost <input 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:** The CRR is a live document refreshed regularly following consultation across the organisation, and aims to provide assurance that the council’s main risks have been identified and appropriate mitigations are in place to ensure they are managed within agreed tolerances. This includes, as set out in the annual budget report, measures to ensure appropriate financial provision is made through the budget planning process and reserves. The Council should ensure it has sufficient resource available to implement actions required to bring risks down to a tolerable level.

**Finance Business Partner:** Ravi Lakhani, Head of Strategic Finance, September 2022

**2. Legal Advice:** The Corporate Risk Register enables the Council to monitor and manage identified risks and mitigations to ensure good governance and compliance with its statutory and other duties. Advice will be given separately in relation to any specific legal issues that may arise from the risks identified.

**Legal Team Leader:** Nancy Rollason, Head of Legal Service and Deputy Monitoring Officer, September 2022

**3. Implications on IT:** The Digital Transformation Team remain committed to undertaking the mitigation activities pertaining to the service risks. We are instigating additional dialogue around the Corporate approach to ‘roll-up’ risks such as Suitability of LOB systems, Cyber Security, and IT Resilience whereby ownership and mitigation activity should be led by the responsible service areas and reported individually. We are working with Risk colleagues to improve the alignment of different risk registers and approaches and gain a single view of risk within the new risk management software tool.

**IT Team Leader:** Gavin Arbuckle, Head of Service Improvement and Performance, September 2022

**4. HR Advice:** It is essential that staffing resources are appropriately deployed to manage risks and bring them to a tolerable level and in particular the critical risks that are identified in the report. There are no other HR implications arising from the CRR report.

**HR Partner:** James Brereton, HR , September 2022

<b>EDM Sign-off</b>	Resources, G&R and People EDM	14/09/2022
<b>Cabinet Member sign-off</b>	Cllr Cheney, Deputy Mayor and Cabinet member for City Economy, Finance and Performance	22/09/2022
<b>For Key Decisions - Mayor’s Office sign-off</b>	N/A – information report for noting	

<b>Appendix A – Further essential background / detail on the proposal</b> Q2 Corporate Risk Report 2022-2023	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>NO</b>
Appendix F – <a href="#">Eco-impact screening/ impact assessment of proposal</a>	<b>NO</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>





**Threat Risk Performance Summary**

Risk	Page Number	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix
CRR46 - Increased costs, restrictions and uncertainty of future sufficient insurance cover for higher risk properties	6			28 NEW RISK		28		28	
CRR15 - In-Year Financial Deficit	7	15 		15 		21 		21 	
CRR13 - Financial Framework and Medium-Term Financial Plan (MTFP)	8	21 		21 		21 		28 	
CRR9 - Safeguarding Vulnerable Children	9	21 		21 		21 		21 	
CRR50 - Impact of Adult Care Charging Reforms Legislation	10							21 NEW RISK	
CRR10 - Safeguarding Adults at Risk with Care and support needs	11	21 		21 		15 		15 	
CRR39 - Adult and Social Care major provider/supplier failure	12	21 		21 		21 		20 	
CRR48 - Failure to meet the affordable housing needs of the City by failing to meet the Project 1000 Delivery target (Replaced CRR32)	13					21 NEW RISK		21 	
CRR12 - Emergency planning measures and resources overwhelmed by scope and scale of an emergency or incident faced by the council	15	15 		21 		21 		21 	

Appendix A – Corporate Risk Register as at September 2022



Risk	Page Number	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix
CRR7 - Cyber Security	16	20		20		20		20	
CRR25 - Suitability of Line of Business (LOB) systems	17	20		20		20		20	
CRR40 - Unplanned Investment in Subsidiary Companies	18	15		15		20		20	
CRR49 – Workforce Resilience	19					21 NEW RISK		20	
CRR45 - Failure to deliver statutory duty in respect of Children	20	9 NEW RISK		9		9		15	
CRR41 – Capital Portfolio Delivery	21	20		20		20		20	
CRR37 - Homelessness	23	20		20		20		20	
CRR43 - Lack of progress for Mass Transit Impact on city	25	20		20		20		20	
CRR23 - Adult and Social Care (ASC) Transformation Programme 2020/21-2021/22	26	15		15		15		15	

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Appendix A – Corporate Risk Register as at September 2022



Risk	Page Number	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix
CRR6 - Fraud and Corruption	27	15		15		15		15	
CRR27 – Failure to deliver the Capital Transport Programme Delivery	29	15		15		15		15	
CRR5 - Business Continuity and Operational Resilience.	30	15		15		15		15	
CRR18 - Failure to deliver enough homes to meet the City's needs.	31	15		15		15		15	
CRR26 - ICT Resilience.	32	10		14		14		14	
CRR29 - Information Security Management System (ISMS)	33	15		15		10		10	
CRR4 - Failure to Deliver an effective Corporate Health, Safety and Wellbeing Framework	34	15		15		15		10	
CRR36 - Risk to delivering required improvements from Ofsted/CQC SEND Inspection	36	10		10		10		10	

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Appendix A – Corporate Risk Register as at September 2022

**Opportunity Risk Performance Summary**

Risk	Page Number	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix
OPP1 - One City Approach	37	21		21		21		21	

**External and Civil Contingency Risk Summary**

Risk	Page Number	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix
BCCC5 - Cost of Living Crisis impact on Citizens and Communities	38					28 NEW RISK		28	
BCCC1 - Flooding	39	15		15		15		15	
BCCC4 - COVID-19 – Population Health	40	15 NEW RISK		15		15		9	




**Closing/De-Escalating Risks**

Risk	Page Number	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix
OPP2 - Corporate Strategy	N/A	14		21		21		Closed - Realised	Closed - Realised

Appendix A – Corporate Risk Register as at September 2022

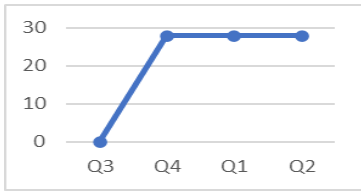
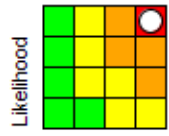
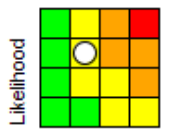
CRR23 - Adult and Social Care (ASC) Transformation Programme 2020/21-2021/22	N/A	15 		15 		15 		Closed - Replaced	Closed - Replaced
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**Risk Trend Key**

Arrow	Description
	The risk rating has improved from the previous quarter, having reduced in its severity.
	The risk rating has deteriorated from the previous quarter, having increased in its severity.
	The risk rating has not changed from the previous quarter.



**Threat Risks**

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p><b>Risk Title:</b> CRR46 - Increased costs and lack of availability of insurance cover for higher risk properties.</p> <p><b>Description:</b> The risk of increased costs and difficulty placing cover in a hardening market for property insurance. This is particularly relevant to properties with long term ongoing works, waste sites and properties with cladding.</p>	<p><b>Constant</b></p> 	<p style="text-align: center;"><b>28</b></p> <p>Likelihood = 4 Impact = 7</p>		<p style="text-align: center;"><b>9</b></p> <p>Likelihood = 3 Impact = 3</p>		
<p><b>Risk Causes:</b> Hardening insurance market in general Increased scrutiny on cladding in the UK insurance market Lack of suppliers and capacity in the public sector property insurance market</p>	<b>Existing Controls</b>					<b>Mitigating Actions</b>
<p><b>Risk Consequences:</b> Higher costs for insurance cover Restrictions on insurance cover Increased costs as a result of additional management measures required for property insurance Reputational Damage</p>	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>	
	1.	Appointment of Insurance Brokers to assist in advising on market conditions	1. Develop actions with our insurance brokers and key teams such as procurement and housing for placement of our future property portfolio	August 2022	100%	
	2.	Housing colleagues have worked closely with Avon Fire to improve fire safety at high rise blocks	2. Ensure actions identified in fire risk assessments at Waste sites are completed	March 2022	100%	
			3. Ensure Risk Improvement Actions are completed at City Hall to improve risk at this location	March 2022	100%	
			4. Enrolment of our schools into the Department of Education’s Risk Protection Arrangement	March 2022	100%	
			5. Plan and agree internal strategy for placement of property portfolio from April 2023	October 2022	0%	
		6. Request and Review UK Market commentary from insurance advisors	October 2022	50%		
<p><b>Portfolio Flag:</b> Finance, Governance and Performance</p>	<p><b>Summary of Progress:</b> Additional internal meetings have occurred keeping Senior management informed of any developments. A market commentary requested by our external insurance advisors.</p>					
<p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>						

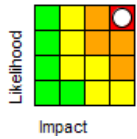
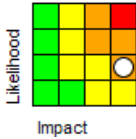
Appendix A – Corporate Risk Register as at September 2022

Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level		
<b>Risk Title:</b> CRR15 – In-Year Financial Deficit <b>Description:</b> The council’s financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council’s reserves policy.	<b>Constant</b> 	<b>21</b> Likelihood = 3 Impact = 7		<b>6</b> Likelihood = 2 Impact = 3	
<b>Risk Causes:</b> A failure to appropriately plan and deliver savings. Unscheduled loss of material income streams. Increase in demography, demand and costs for key council services. The inability to generate the minimum anticipated level of capital receipts. Insufficient reserves to facilitate short term mitigations, risks and liabilities. Interest rate volatility impacting on the council’s debt costs. Impairments in our commercial Investments are realised. Response to inadequate SEND inspection in 2019, Increased demand for EHCPs, Lack of specialist provision in Bristol, increased compliance to statutory requirements in relation to SEND.	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	1. BCC Financial Framework - BCC’s Financial framework ensures that we have in place sound arrangements for financial planning, management, monitoring and reporting through to Corporate Leadership Team and Cabinet. 2. Deep Dives on non-containable pressure areas - We have continual oversight and ongoing management of the council’s financial risks and deep dives in areas reported of non-containable pressures. 3. Ensuring engagement at local, regional and national level - in round table and working groups to keep abreast the spending review, Business Rates retention and new funding formulas for Local Government. To ensure funding for Bristol is maximised and impact of changes are fed into our long-term financial planning and strategic planning. 4. Policy and Budget Framework - The Policy and Budget Framework provides clear guidance in relation to the approval process for supplementary funding both capital and revenue. 5. Re-assessment of service delivery risks and opportunities and risk and other reserves - We will carry out frequent re-assessment of service delivery risks and opportunities and risk and other reserves. 6. DSG - Detailed Management Plan Based on DfE Framework - A detailed		1. DSG - Analysis for Further Mitigations 2. DSG - Phase 2 Programmes 3. DSG - Proposal for Phase 3 Educations Transformation Programme 4. On-going process to develop, identify and delivery in-year mitigating actions 5. DSG - Engagement process for indicative mitigations of the DSG management plan 6. DfE Deliver Better Programme	August 2022 April 2022 August 2022 March 2023 February 2023 March 2023	100% 100% 100% 50% 0% 0%
<b>Risk Consequences:</b> The council’s financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council’s reserves policy.					
<b>Risk Owner(s):</b> Director of Finance (S151 Officer).					

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Appendix A – Corporate Risk Register as at September 2022

	<p>Management Plan is in development, using the DfE's recommended framework</p> <ul style="list-style-type: none"> <li>- The deficit and development of the plan was discussed with the DfE in Spring 21. The DfE were not requesting a formal submission at this time.</li> <li>7. DSG - Early Years Block Task and Finish Group</li> </ul>
<b>Portfolio Flag:</b> Finance, Governance and Performance	<p><b>Summary of Progress:</b> Latest budget monitoring shows significant risk of overspend. The council has been developing a range of mitigating actions to reduce the forecast in-year overspend and is due to present these to October Cabinet.</p>
<b>Strategic Theme:</b> Our Organisation	



Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level																								
<p><b>Risk Title:</b> CRR13 - Financial Framework and Medium-Term Financial Plan (MTFP)</p> <p><b>Description:</b> Failure to be able to reasonably estimate and agree the financial 'envelope' available, both annually and in the medium-term and the council is unable to set a balanced budget.</p>	<b>Deteriorating</b>	<p style="text-align: center; font-size: 24pt; font-weight: bold;">28</p> <p>Likelihood = 4 Impact = 7</p>	 <p>Likelihood Impact</p>	<p style="text-align: center; font-size: 24pt; font-weight: bold;">14</p> <p>Likelihood = 2 Impact = 7</p>	 <p>Likelihood Impact</p>																							
<p><b>Risk Causes:</b> Local Government finance settlement potential risk of unfunded new legislative changes and reforms. Such as, impact of Adult Social Care reform and sufficient funding available to meet increased cost</p> <p>DfE and DLUHC failing to agree an appropriate approach to how DSG deficit will be managed post March 2023.</p> <p>Failure to achieve Business Rates income- appeals/general economic growth/loss of major sites.</p> <p>Economic uncertainty impact on locally generated revenues - business rates and housing growth, impacting on council tax, new homes bonus and business rate income.</p> <p>The general economic uncertainty affecting the financial markets, levels of trade &amp; investment</p> <p>Inadequate budgeting &amp; budgetary control/Financial Settlements &amp; wider fiscal policy changes:-</p> <p>The potential for new funding formulas such as fair funding, business rates retention to significantly reduce the government funding available to the council alongside possible increase in demand for council services.</p> <p>Embedding of the new national funding formula for schools and High Needs.</p> <p>Political failure to facilitate the setting of a lawful budget.</p> <p>Unable to agree a deliverable programme of propositions that enable the required savings to be achieved.</p> <p>Insufficient reserves to mitigate risks and liabilities and provide resilience.</p> <p>Rising inflation could lead to increased cost.</p>	<p style="text-align: center;"><b>Existing Controls</b></p> <p style="text-align: center;"><b>Control</b></p>					<p style="text-align: center;"><b>Mitigating Actions</b></p> <table border="1"> <thead> <tr> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>1. Budget Preparation, Setting and Budget Accountability Framework - BCC manages its financial risks through a range of controls including budget preparation, budget setting and a Budget Accountability Framework. Clear roles and responsibilities for managing, monitoring and forecasting income and expenditure against approved budgets are in place.</td> <td>Ongoing</td> <td>Ongoing</td> </tr> <tr> <td>2. Medium Term Financial Plan – Twice yearly update including sensitivity and scenario based financial modelling on all assumptions including inflation and demand growth</td> <td>December 2022</td> <td>40%</td> </tr> <tr> <td>3. Collaborating with across the region, Core Cities and LGA on raising awareness of key challenges and sharing information and data.</td> <td>June 2022</td> <td>100%</td> </tr> <tr> <td>Review of financial outlook assumptions</td> <td>June 2022</td> <td>100%</td> </tr> <tr> <td>Undertake annual financial resilience assessment - Links to CIPFA Action</td> <td>June 2022</td> <td>100%</td> </tr> <tr> <td>Fully refreshed MTFP report to Cabinet in October</td> <td>September 2022</td> <td>75%</td> </tr> <tr> <td>Establishing the Business &amp; Budget Planning Board to oversee development of budget</td> <td>February 2023</td> <td>0%</td> </tr> </tbody> </table>			Action Title	Due Date	Progress	1. Budget Preparation, Setting and Budget Accountability Framework - BCC manages its financial risks through a range of controls including budget preparation, budget setting and a Budget Accountability Framework. Clear roles and responsibilities for managing, monitoring and forecasting income and expenditure against approved budgets are in place.	Ongoing	Ongoing	2. Medium Term Financial Plan – Twice yearly update including sensitivity and scenario based financial modelling on all assumptions including inflation and demand growth	December 2022	40%	3. Collaborating with across the region, Core Cities and LGA on raising awareness of key challenges and sharing information and data.	June 2022	100%	Review of financial outlook assumptions	June 2022	100%	Undertake annual financial resilience assessment - Links to CIPFA Action	June 2022	100%	Fully refreshed MTFP report to Cabinet in October	September 2022
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<p><b>Risk Consequences:</b> Potential failure to set a legal budget and council tax by the due date, would have a significant adverse impact on the council's ability to provides services and the council's reputation locally and nationally in terms of investor confidence.</p> <p>That the budget is unlikely to reflect council priorities and objectives.</p>																												

Appendix A – Corporate Risk Register as at September 2022

<p>That the budget may not adequately resource pressures and increases in demand. That the budget includes savings which are not deliverable. That the council reserves are used for mitigating the medium-term financial plan; running down reserves, avoiding decision and reducing the Council's resilience. Negative impact on front line services. A negative opinion from external audit. Secretary of State intervention.</p>		<p>Review of financial outlook assumptions</p>		<p>September 2022</p>	<p>0%</p>	
<p><b>Risk Owner(s):</b> Chief Executive and Director of Finance (S151 Officer).</p>		<p>Continued uncertainty over funding and impact of inflation, Adult Social Care reform and adults/children's placement demand leave significant risk regarding medium term impact of public sector finances. A full refresh and update to the MTFP is due to be presented to Cabinet in October and Council in November. This report will identify a range for the budget gap over the next 5 years, and set the approach for the budget process/planning for 2023/24 and beyond.</p>				
<p><b>Portfolio Flag:</b> Finance, Governance and Performance</p>						
<p><b>Strategic Theme:</b> Our Organisation</p>						
Threat Risk		Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR9 - Safeguarding Vulnerable Children</p>		<p><b>Constant</b></p>	<p><b>21</b> Likelihood = 3 Impact = 7</p>		<p><b>7</b> Likelihood = 1 Impact = 7</p>	
<p><b>Description:</b> The council fails to prevent increased risk of harm to children, resulting in harm or death a vulnerable child.</p>						
<p><b>Risk Causes:</b> -Demand for services exceeds service capacity and capability. -Inadequate controls result in harm. -Increase in child protection, complex safeguarding risks, criminal exploitation, serious youth violence and gang affiliation. -Hidden harm resulting from periods of lockdown, increased stress in families and service disruption during COVID -Placement failure due to COVID infection across children's home or fostering households. -An increase in demand of 6% evident across care population - specific pressures are clear for teenagers and unaccompanied children requiring our care</p>		<p><b>Existing Controls</b></p>		<p><b>Mitigating Actions</b></p>		
		<p><b>Control</b></p>		<p><b>Action Title</b></p>	<p><b>Due Date</b></p>	<p><b>Progress</b></p>
		<ul style="list-style-type: none"> <li>DCS quarterly assurance report to Corporate Leadership Board and action taken to address areas for improvement</li> <li>Inspections and Peer Reviews</li> <li>Quality assurance and performance framework in place and reported on at regular intervals through to cabinet members and Scrutiny – which has been strengthened over the past quarter.</li> <li>The Keeping Bristol Safe Board provides independent scrutiny of children's safeguarding and safer communities' arrangements in the city and holds BCC and partner agencies to account.</li> <li>Strategic Risk assurance</li> </ul>		<p>Reviewing areas of specific vulnerability and implementing improvements</p>	<p>December 2022</p>	<p>60%</p>
				<p>Reviewing national serious case reviews on the back of recent high profile child deaths through multiagency safeguarding arrangements</p>	<p>December 2022</p>	<p>30%</p>
				<p>Additional training in relation to professional curiosity</p>	<p>September 2022</p>	<p>10%</p>
				<p>New Quality Assurance Processes – including targeted mentoring and training for social workers</p>	<p>September 2022</p>	<p>50%</p>
				<p>Mapping Gaps on service provision – working with Police to address capacity issues identified in targeted services</p>	<p>September 2022</p>	<p>50%</p>
<p><b>Risk Consequences:</b> -Harm - serious injury or death of a children -Regulatory enforcement action -Litigation -Other unpredicted financial cost to the Local Authority</p>						

Appendix A – Corporate Risk Register as at September 2022

<b>Risk Owner(s):</b> Executive Director People, Director Children’s and Families Services.	
<b>Portfolio Flag:</b> Children’s Services, Education & Equalities	<b>Summary of Progress:</b> Recruitment and Retention of social workers is of concern currently. There has been a rise in vacancies and turnover and we are not successfully recruiting to the posts.
<b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Wellbeing.	Alongside this we have rising children in care population due to increase in children seeking asylum and adolescents with complex mental health needs. Placement sufficiency is a nationwide issue.

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<b>Risk Title:</b> CRR50 - Impact of Adult Care Charging Reforms Legislation  <b>Description:</b> Implementation of Adult Social Care Charging Reform pursuant to Health and Care Act 2022 (Part 6 Section 166) and amendments to the Care Act 2014. New legislation will wide scale impact across Adult Care and the council both operationally and financially.  <b>Risk Causes:</b> The legislation places a statutory duty from Oct 23 to maintain Care Accounts to ensure no one will have to pay more than £86,000 for their personal care costs. Also from Oct 23 the threshold above which somebody is not eligible for local authority support will increase from £23,250 to £100,000 hence increasing the number people eligible for financial support. People who fund their own care will also be able to ask their local authority to arrange their care so their benefit from rates Local Authority agreed with providers.	<b>NEW RISK</b>	<b>21</b> Likelihood = 3 Impact = 7		<b>9</b> Likelihood = 3 Impact = 3	
	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	<ul style="list-style-type: none"> <li>Formation of a project team - A Charging Reform Lead / Subject matter expert has been appointed to work with a senior project manager to assess the impact of the legislation and put in place the systems and processes.</li> </ul>		Assess financial impact of the legislation - Use and test data on self-funders to understand how many more people will approach LA for funding.  Commissioning of appropriate IT systems - The govt has specified the need for LAs to have suitable IT systems to manage the Care Accounts and other aspects of the charging reform legislation	December 2022  April 2023	0%  5%

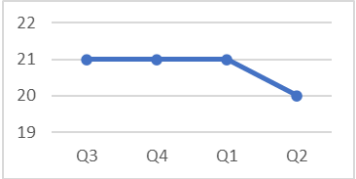
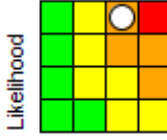

Appendix A – Corporate Risk Register as at September 2022

<p><b>Risk Consequences:</b> Significant new financial burden on the LA estimate of £7.4m in 23/24 Need to put in place significant digital solutions to cope with new processes and demands Need for additional staffing both in Care Management / Social Work and financial assessment and administration – estimate of 26 social workers and 3 finance officers Significant engagement with stakeholders (citizens, internal staff, care providers etc) to ensure advice, guidance processes are accessible and workable.</p>		
<p><b>Risk Owner(s):</b> Executive Director People, Director Adult Social Care.</p>		
<p><b>Portfolio Flag:</b> Adult Social Care &amp; Integrated Care System</p>	<p><b>Summary of Progress:</b> As statutory duty, legal/reputational risk on not implementing legislation in the time scale No clear government funding in place to meet the significant new financial burden Digital solutions not in place and many only in development stage. Resources required to implement, administer and maintain systems / training staff There is no clear funding to resource the additional staff and there already is a shortage of social workers in Bristol The implementation time is short so it may be difficult to fully engage and co-produce some of the solutions to the implementation of this before Oct 23</p>	
<p><b>Strategic Theme:</b> Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>		

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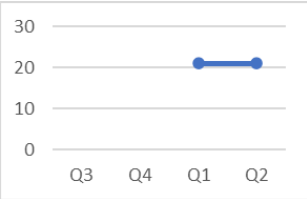
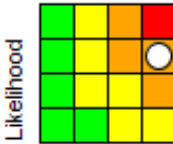

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p><b>Risk Title:</b> CRR10 - Safeguarding Adults at Risk with Care and Support Needs</p> <p><b>Description:</b> The council fails to ensure adequate safeguarding measures are in place for adults at risk.</p>	<p><b>Constant</b></p>	<p><b>15</b> Likelihood = 3 Impact = 5</p>		<p><b>7</b> Likelihood = 1 Impact = 7</p>		
<p><b>Risk Causes:</b> Adequacy of controls. Management and operational practices. Demand for services exceeds capacity and capability. Poor information sharing. Lack of capacity or resources to deliver safe practice. Reduction in or lack of supply of commissioned care. Failure to commission safe care for adults at risk. Failure to meet the requirements of the 'Prevent Duty' placed on Local Authorities. Increased destitution in families, impacting on mental ill health, managing increased infection within the</p>	<b>Existing Controls</b>		<b>Mitigating Actions</b>			
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>	
	<ul style="list-style-type: none"> <li>Annual report shared with Elected Members to allow for scrutiny of progress of the Keep Bristol Safe Partnership (KBSP).</li> <li>Training for all key staff in the essentials of safeguarding.</li> <li>Twice weekly business continuity meeting around supply of commissioned care and active management of waiting list.</li> </ul>		Development and delivery of Safeguarding Hub as a priority for the partnership.	December 2022	80%	
Review of Safeguarding Pathways and creation of Standard Operating Procedures and Performance Clinics.	December 2022	100%				
Internal Audit Actions – feeding into	March 2023	95%				

Appendix A – Corporate Risk Register as at September 2022

<p>population. (COVID19) Increased isolation. (COVID19) Increase identification of self-neglect and complexity. Carer strain / resilience. (COVID19)</p>	<ul style="list-style-type: none"> <li>Improved Data through PowerBI – capturing safeguarding concerns feeding into monthly management operational meetings</li> <li>Safeguarding Discussion Forum – multi-agency held monthly – sharing information on high risk/complex cases</li> </ul>	existing controls			
<p><b>Risk Consequences:</b> Financial damage Legal liability Death/Injury Reputational damage</p>		Developing a Risk Enablement Tool	August 2022	50%	
<p><b>Risk Owner(s):</b> Executive Director People, Director Adult Social Care.</p>		Develop Self-neglect pathway – providing training, tools to better escalate cases of neglect	August 2022	60%	
<p><b>Portfolio Flag:</b> Adult Social Care &amp; Integrated Care System</p>	<p><b>Summary of Progress:</b> Risk rating reduced in quarter 1 however currently we have pressure on our staffing capacity with high vacancy rates which is having an impact on workforce's performance in dealing with complexity and safeguarding.</p> <p>Rolling recruitment in hand, exemption from vacancy freeze, trying to recruit non-qualified staff on a temporary basis to bolster teams in the short term to absorb tasks that qualified staff need not doing, use of agency staff where able.</p> <p>Next phase of development started risk enablement tools, potential MASH pilot, self-neglect pathways commencing or being scoped.</p>				
<p><b>Strategic Theme:</b> Strategy Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>					
<p><b>Threat Risk</b></p>	<p><b>Trend</b></p>	<p><b>Current Risk Assessment</b></p>		<p><b>Risk Tolerance Level</b></p>	
<p><b>Risk Title:</b> CR39 – Adult and Social Care major provider/supplier failure</p>	<p><b>Improving</b></p> 	<p><b>20</b> Likelihood = 4 Impact = 5</p> 		<p><b>14</b> Likelihood = 2 Impact = 7</p> 	
<p><b>Description:</b> Failure or potential degradation of ASC service provision linked to a complex set of internal / external risks causing service interruption or cessation. Failures or closures in the supply chain mean insufficient supply to source adequate appropriate support and meet Care Act needs.</p>					
<p><b>Risk Causes:</b> -Provider goes into liquidation or ceases operations -Provider unable to meet demand due to recruitment / workforce/ or organisational issues.</p>	<p><b>Existing Controls</b></p>		<p><b>Mitigating Actions</b></p>		
<p><b>Risk Consequences:</b> Citizens (many of whom are very vulnerable) may have services ended or reduced without much notice putting them at risk and causing distress Lack of suitable local provision may mean people moving</p>	<ul style="list-style-type: none"> <li>Daily review of supply and sustainability issues and x3 week business continuity meetings across operations</li> <li>Twice weekly Operational Business continuity meetings</li> <li>Weekly ASC Business continuity meeting – DMT level</li> <li>Weekly produced Sit Rep with information on Covid Outbreak Management, supply, demand, provider quality</li> <li>Regular information received from D&amp;B Credit ratings to help assess financial risk</li> </ul>		<p><b>Action Title</b></p>	<p><b>Due Date</b></p>	<p><b>Progress</b></p>
		Review of Provider Financial Sustainability process	December 2022	25%	
		Proud to Care Programme	March 2023	50%	
		Fair Cost of Care exercise	October 2022	50%	
		Cost of Living Work	October 2022	0%	
		Update of Provider Failure Procedure	December 2022	25%	

Appendix A – Corporate Risk Register as at September 2022

<p>away from community, support networks Lack of alternative provision should mean not meeting statutory duties under Care Act Pressures on ASC workforce (social work, contracts, brokerage commissioning etc) to review and find alternative provision in timely manner Financial pressures as demand may drive prices up Lack of suitable provision resulting people moving to inappropriate more costly provision (e.g. care home instead of home care)</p>	<ul style="list-style-type: none"> <li>Each major contract (Home Care, Care Homes, Community Support Services, ECH) has a multi-disciplinary Business Relations team which assess risks to those provisions and plan response whether QA or Commissioning</li> <li>Provider Sustainability Panel is a forum where ASC can assess the financial issues facing individual provider and consider support options</li> <li>Regular meetings with a) key Strategic Providers in the city b) all provider forums and regular dialogue with Care and Support West Care Association</li> <li>Daily assessment of supply - via Brokerage team, Business relationship team and Contracts</li> <li>Strategic Planning and information sharing with CCG, other LAs and other key stakeholders - Great integration across BNSSG and joint problem solving, sharing of information and resources.</li> <li>Provider Failure/Service Interruption Process</li> </ul>	
<p><b>Risk Owner(s):</b> Executive Director People, Director Adult Social Care.</p>		
<p><b>Portfolio Flag:</b> Adult Social Care &amp; Integrated Care System</p>	<p><b>Summary of Progress:</b> Providers have approached the council highlighting the significant increases due to cost of living. The energy costs will particularly impact 'building based' services such as care homes and it is clear that will be organisations reducing or closing services in the coming months and some have already indicated their intention to do this. As a result, the likelihood of the risk has been increased from a 3 'Likely' to 4 'Almost Certain'. The risk to the health and wellbeing of service users is mitigated by having well established procedures to manage care home / service closures and commissioning options to secure capacity. As such, the impact of the risk has been reduced from a 7 'Critical' to a 5 'Major', meaning the overall risk rating has changed from a 3*7 = 21 to 4*5 = 20 for Q2.</p>	
<p><b>Strategic Theme:</b> Our Organisation, Empowering Others and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>		

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p><b>Risk Title:</b> CRR48 - Failure to meet the affordable housing needs of the City by failing to meet the Project 1000 Delivery targets. (Replacing CRR32)</p> <p><b>Description:</b> Failure of the City to deliver to the Mayoral Target of 1000 affordable homes per year by 2024. Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing in the City prove to be ineffective.</p>	<p><b>Constant</b></p> 	<p><b>21</b> Likelihood = 3 Impact = 7</p>		<p><b>14</b> Likelihood = 2 Impact = 7</p>		
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>- Availability of public subsidy from homes England and challenges in meeting their funding viability and value for money assumptions</li> <li>-reduction in the levels of Capital funding the Council has to support affordable housing delivery by third party providers</li> </ul>	<p><b>Existing Controls</b></p>		<p><b>Mitigating Actions</b></p>			
<p><b>Control</b></p>				<p><b>Action Title</b></p>	<p><b>Due Date</b></p>	<p><b>Progress</b></p>
		<p>1. Improved our monitoring of affordable housing delivery and pipeline including identification of where HDT can unblock barriers to delivery.</p>		<p>1. Bid for second round funding through OPE BFLR fund to unlock a second CLH site.</p>	<p>July 2022</p>	<p>100%</p>
				<p>2. Develop the Housing Delivery Plan 2022-25.</p>	<p>December 2022</p>	<p>100%</p>



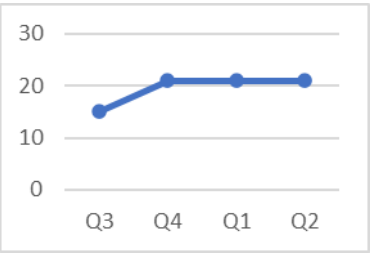

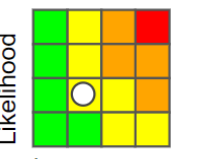
## Appendix A – Corporate Risk Register as at September 2022

<ul style="list-style-type: none"> <li>- the complexity and costs associated with the development of brownfield sites, leading to viability challenges for both direct and 3rd party delivery.</li> <li>- Insufficient land available</li> <li>- continued impact of Covid 19 on the delivery programme of developments in the City</li> <li>- Not enough planning applications submitted</li> <li>- Not enough planning permissions granted and delays within the planning process</li> <li>- Inability of the housebuilding industry to deliver at this level to meet need through the planning system</li> <li>- Increased uncertainty in the market due to Brexit</li> <li>- Lack of capacity within the council's delivery system and the local market</li> <li>- Insufficient housing land identified in strategic planning documents</li> </ul>	<ol style="list-style-type: none"> <li>2. Requiring a minimum of 30% affordable housing on land released by the Council.</li> <li>3. Working collaboratively with Homes England to maximise subsidy in schemes - This provides as much affordable housing as possible. New framework for regular collaboration and review in place, focussing on both BCC direct delivery and RP delivery.</li> <li>4. Project 1000 and Housing Delivery Boards - Scrutiny and active decision making / support at a senior and political level to influence and unblock barriers to delivery.</li> <li>5. KPI Targets for affordable housing delivery - quarterly reporting of KPI targets through spar.net providing corporate scrutiny on annual delivery against targets</li> <li>6. Revised Affordable Housing Practice Note</li> </ol>	<ol style="list-style-type: none"> <li>3. Review &amp; amend the Affordable Housing Practice note in 2021/22.</li> </ol>	July 2022	100%
<p><b>Risk Consequences:</b></p> <ol style="list-style-type: none"> <li>1. Reputational damage</li> <li>2. Increased levels of homelessness</li> <li>3. Increased demand from the private rented sector, (non-affordable), by those in highest need</li> <li>4. Residualisation of lower value areas of the city</li> <li>5. Economic deprivation, poorer health and lower educational attainment of households living in poverty in poor housing conditions with limited tenancy sustainability</li> <li>6. Balance between addressing need for family homes</li> <li>7. Increased viability of delivering smaller units</li> </ol>		<ol style="list-style-type: none"> <li>4. Revised Affordable Housing Funding Policy 2022-2025</li> </ol>	March 2022	100%
<p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Development.</p>		<ol style="list-style-type: none"> <li>5. Secure Homes England Affordable Housing Programme Funding</li> </ol>	March 2026	30%
<p><b>Portfolio Flag:</b> Housing Delivery and Homes</p>	<p><b>Summary of Progress:</b> The previous affordable housing focussed risk CRR32 has been archived and a new risk, CRR48, redefined to make it better reflect the Council's scope</p>	<ol style="list-style-type: none"> <li>6. Develop new practice notes on affordable housing delivery through Build to Rent and First Homes</li> </ol>	April 2022	100%
<p>Page 31 of 37</p>		<ol style="list-style-type: none"> <li>7. Plan and establish a monthly Project 1000 working group to oversee all affordable housing development activity, monitor and manage risk and unblock internal barriers to delivery</li> </ol>	October 2022	50%
		<ol style="list-style-type: none"> <li>8. Develop a new framework of appraisal parameters and agree a clear funding programme approach for HRA delivery</li> </ol>	October 2022	90%
		<ol style="list-style-type: none"> <li>9. Review structure and capacity of current Construction Development Team, re-organise and create new / amend posts as needed to ensure the team has the ability to meet Project 1000 and HRA Business plan targets for direct delivery</li> </ol>	December 2022	75%
		<ol style="list-style-type: none"> <li>10. Maximise capital funding from Homes England, WECA and DLUHC to address the complexities and additional costs of delivering an affordable housing programme on brownfield sites, including looking at ways of developing a strategic approach with key funding partners to meet infrastructure and abnormal costs.</li> </ol>	March 2025	50%

Appendix A – Corporate Risk Register as at September 2022

<p><b>Strategic Theme:</b> Fair and Inclusive</p>	<p>and control to influence the delivery of affordable housing to meet the City's needs, setting it in the context of Project 1000 and a new, stronger Corporate delivery-driven approach to the development of affordable homes in Bristol.</p> <p>Project 1000 is the Council's newly adopted Housing Delivery Plan for 2022-2025. It sets out the roadmap for affordable housing providers to meet the Mayoral ambition of delivering 1000 new affordable homes a year from 2024. The Delivery plan focuses on 3 key routes to delivery: The Council's direct Council House building programme, the Goram Homes delivery programme and delivery by third party providers including Registered Providers, Specialist Housing providers, Community Led housing Organisations, Build to Rent and other providers. Project 1000 drives the delivery of a wide range of affordable tenures and affordable housing products, including the more traditional delivery of social rented homes and shared ownership, through to solutions to address specialist and supported housing needs and addressing the need for more Temporary Accommodation for homeless households.</p> <p>Project 1000 is being supported by a risk management approach to delivery, based on robust and detailed monitoring of key delivery milestones of all affordable housing projects in the City and a focus on actively unblocking barriers to delivery where this is in the Council's gift to do so. New systems to support this unlocking focus are being established at both an officer level but also with the continuation of the Project 1000 Board, the scrutiny of the monthly Housing Delivery Board and a monthly Project 1000 Working Group that is being established, made up of all representatives of all service areas who are involved in the delivery of new homes through planning and into construction.</p> <p>In light of this new focus for CRR32 and the focus of Project 1000, the assessment of the risk has been reviewed and now sits as a High Risk at 21. This acknowledges that there are still many challenges to meeting the ambitions set out in Project 1000 but that there is a strong focus on risk management to address and unblock delivery and a strong pipeline of affordable housing that is already identified and with more than 1500 affordable homes already currently in construction and due to complete in 2022/23 and beyond.</p> <p>Delivery is still strongly reliant on the provision by 3rd party RPs and other organisations, which means we have less control than for a programme delivered directly by the Council.</p> <p>Q1 monitoring for 22/23 shows we are on target to meet the Corporate target for delivery for the year and a positive pipeline of completions for 23/24. Officers continue to monitor the programme across all three strands of Project 1000. Positive actions to support delivery include updating policies and processes around housing delivery and appraisal, re-aligning resources within Housing Delivery Team and exploring routes to new funding and delivery.</p>
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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level											
<p><b>Risk Title:</b> CRR12 - Emergency planning measures and resources overwhelmed by scope and scale of an emergency or incident faced by the council</p> <p><b>Description:</b> A Major Incident or emergency which exceeds the response capacity of the council and partner responding organisations leading to mass fatalities, excess deaths, damage to property and infrastructure and an ability to deliver key service to the community. In addition, further consequences could be litigation and reputational damage to the council.</p> <p><b>Risk Causes:</b> -Emergency risks not identified and</p>	<p style="text-align: center;"><b>Constant</b></p>  <table border="1"> <caption>Line Graph Data</caption> <thead> <tr> <th>Quarter</th> <th>Risk Level</th> </tr> </thead> <tbody> <tr> <td>Q3</td> <td>15</td> </tr> <tr> <td>Q4</td> <td>20</td> </tr> <tr> <td>Q1</td> <td>20</td> </tr> <tr> <td>Q2</td> <td>20</td> </tr> </tbody> </table>	Quarter	Risk Level	Q3	15	Q4	20	Q1	20	Q2	20	<p style="font-size: 2em; font-weight: bold;">21</p> <p>Likelihood = 3 Impact = 7</p>	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p style="font-size: 2em; font-weight: bold;">6</p> <p>Likelihood = 2 Impact = 3</p>	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>
Quarter	Risk Level														
Q3	15														
Q4	20														
Q1	20														
Q2	20														
	<b>Existing Controls</b>		<b>Mitigating Actions</b>												
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>										

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prepared for. -Lack of trained and available responding staff. -Emergency roles and responsibilities not embedded.	1.24/7 Operations Centre provides effective monitoring for the city and a co-ordinatory role in response and recovery.	1.Emergency training – rest centres, humanitarian assistance and training for Marshals currently running	April 2022	80%
	2.Corporate Resilience Group, overseeing mitigations of contingencies risks identified on the National Security Risk Assessment and delivery of Category 1 Responder duties	2.Plan and Deliver Corporate exercise	October 2022	50%
	3.Active participation in the Avon and Somerset Local Resilience Forum and close working with multi-agency partners, including training and exercising	3.Development and sign off of Strategic Crisis Management Plan	May 2022	90%
	4.Emergency Plans	4.Development and roll out of the Emergency Planning e-learning package	October 2022	40%
<b>Risk Consequences:</b> Increased risk of: - Disruption of public services - Disruption of transport networks - Death/injury - Displacement of people	5.Duty Director rota in place	5.Community Resilience Mapping development	May 2022	100%
	6.Duty Civil Protection Officer and other duty rotas in place (Highways, Dangerous Structures, Public Health, Social Care, etc)	6.Supporting the review of the ASLRF work programme and Operational Model	May 2022	100%
	7.BCC emergency plan training and exercising in place	7.Continued support to the Covid response, particularly around testing and vaccinations	June 2022	100%
	8.Monitoring of severe weather events	8.Coordination of support for Afghan refugee hotels	May 2022	100%
	9.Close working with Safety Advisory Group for Events			
<b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Management of Place.	9.Horizon scanning for emerging risks, including Ukraine war (through CRG, BC Group and LRF)			
<b>Portfolio Flag:</b> City Economy, Finance & Performance <b>Strategic Theme:</b> Our Organisation, Wellbeing	<b>Summary of Progress:</b> The likelihood and impact of a civil emergency overwhelming BCC's capacity to respond unfortunately remains high. A combination of risks documented in the National Security Risk Assessment, such as severe weather and terrorism, and additional risks such as the ongoing threat of further Covid waves and the cost of living crisis and associated risk of civil unrest, layered on the difficult situation the Council and other responding agencies find themselves following Covid and as a result of financial pressure, mean it is not possible to reduce this risk score. Although good and well drilled mitigations are in place, capacity to maintain a response to multiple pressures is stretched.			


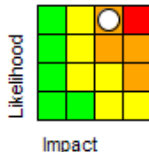
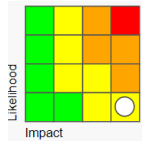
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<b>Risk Title:</b> CRR7 – Cyber Security  <b>Description:</b> The Council's risk level in regard to Cyber-security is higher than should be expected.	<b>Constant</b> 	<b>20</b> Likelihood = 4 Impact = 5		<b>10</b> Likelihood = 2 Impact = 5	
<b>Risk Causes:</b> <ul style="list-style-type: none"> <li>Lack of investment in appropriate technologies.</li> <li>Reliance on in-house expertise, and self-assessments (PSN).</li> </ul>	<b>Existing Controls</b>				
	<b>Control</b>	<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>	
	1. Phishing attack exercises - As well as technical controls,	1. Work with ICT colleagues continues and	December 2022	75%	

Appendix A – Corporate Risk Register as at September 2022

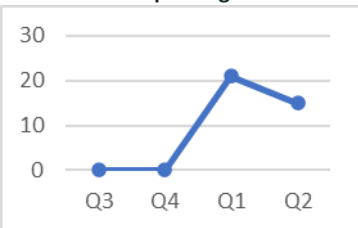
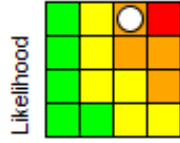
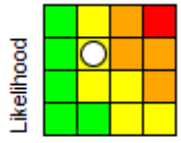
<ul style="list-style-type: none"> <li>Lack of formal approach to risk management (ISO27001).</li> <li>Historic lack of focus.</li> </ul> <p><b>Risk Consequences:</b></p> <ol style="list-style-type: none"> <li>Information security incidents resulting in loss of personal data or breach of privacy / confidentiality.</li> <li>Safeguarding data breach impacting on safety of vulnerable child or adult.</li> <li>Risk of breaching the regulations and being subject to penalties/fines - Regulations Fines increasing from up to £500,000 to 10-20m Euros of 4% of global turnover, enforced by the Information Commissioners Office on behalf of the European Union.</li> <li>Increased litigation.</li> <li>Reputational damage.</li> </ol> <p><b>Risk Owner(s):</b> Chief Executive, Senior Information Risk Owner (SIRO).</p> <p><b>Portfolio Flag:</b> Finance, Governance and Performance</p> <p><b>Strategic Theme:</b> Our Organisation</p>	<p>the Council continues to carry out regular Phishing attack exercises where we are sending emails to staff to see how users react to this type of Cyber Attack. Anyone clicking on links is directed towards targeted training.</p>	<p>discussions around cementing roles and responsibilities is being undertaken</p>		
	<p>2. Targeted Training of employees – The Information Governance and ICT team will continue to work together to support the SIRO to develop appropriate targeted training for all Council staff relating to cyber security. developed by IG and ICT Teams</p>			
	<p>3. Technical controls</p>	<p>2. Implement audit actions with oversight by IG Board</p>	<p>December 2022</p>	<p>80%</p>
	<p>4. Security team training</p>	<p><b>Summary of Progress:</b> Ever present risk, the impact still remains significant posing a major threat to the Council - specifically at this time with recent incidents at neighbouring local authorities, and heightened threat due to the situation in Ukraine (guidance from NCSC) No change to the score at this time, the Council is also facing challenges around recruitment which are having an impact on this risk. In reviewing the risk, satisfied that the threshold for a Critical Impact is not met, therefore risk score remains unchanged.</p>		

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR25 – Suitability of Line of Business (LOB) Systems</p> <p><b>Description:</b> The Council has reliance on legacy software systems which cause a number of risks due to; 1. Supportability from internal IT resource 2. The supportability of the hardware utilised 3. Lack of alignment to strategy and therefore a blocker to Digital Transformation 4. Within an appropriate support contract 5. Legacy data used for current work (GDPR) 6. Lack of Information (Cyber) Security controls 7. High cost where alternative core Council solutions exist</p> <p><b>Risk Causes:</b> Sovereignty within service areas, and a lack of</p>	<p><b>Constant</b></p> <p>30 20 10 0</p> <p>Q3 Q4 Q1 Q2</p>	<p><b>20</b></p> <p>Likelihood = 4 Impact = 5</p>	<p>Likelihood</p> <p>Impact</p>	<p><b>10</b></p> <p>Likelihood = 2 Impact = 5</p>	<p>Likelihood</p> <p>Impact</p>
<b>Existing Controls</b>					

Appendix A – Corporate Risk Register as at September 2022

<p>motivation to change. Cost of transition. Lack of knowledge of which systems are problematic and the impacts of these. Lack of understanding of impact. Lack of ownership from Information Asset Owners. Lack of documentation pertaining to software systems and ownership of strategy. Cost avoidance of replacing systems. This is seen as an IT problem, not one for the software system owners.</p>	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	1. Auditing of all councils Line of Business (LOB systems)		1.Undertake comprehensive review of all software systems and identify potential risks (as per threat risk description). Place all risks into an Operational Risk format. Risks will be scored and any known mitigation noted. This will be presented to CLB for further review and to agree action plan.	December 2022	100%
	2. IT Services highlight risks and shortcomings with systems (in an informal manner) to Heads of Service and Senior Leadership		2.Channel Shift Project - Review legacy line of business systems with the view to rationalising and replacing either by building on existing internal platforms such as dynamics or via procurement of new products and better utilisation of functionality.	February 2028	0%
<p><b>Risk Consequences:</b> Lack of resilience and continuity in event of an incident/failure High-cost applications without appropriate support. Inability to improve service delivery through digital transformation. May feed into Information (Cyber) Security risks.</p> <p><b>Risk Owner(s):</b> Director, Digital Transformation, Senior Information Risk Owner (SIRO) for Cyber Security. Service Areas for BCP/DR.</p> <p><b>Portfolio Flag:</b> Finance, Governance and Performance</p> <p><b>Strategic Theme:</b> Our Organisation</p>	3. Work with Information Governance perpetuate a Cyber Security or Information Management risk are identified and service areas understand the risks to their services.				
<b>Summary of Progress:</b> Sub-risks of the individual applications that make up this overarching risk are continuing to be added by the Risk team and each of those need mitigating individually.					
<b>Threat Risk</b>	<b>Trend</b>	<b>Current Risk Assessment</b>		<b>Risk Tolerance Level</b>	
<p><b>Risk Title:</b> CRR40 – Unplanned Investment in Subsidiary Companies</p> <p><b>Description:</b> BCC’S investments in subsidiaries may require greater than anticipated capital investment.</p>	<p><b>Constant</b></p> 	<p><b>20</b> Likelihood = 4 Impact = 5</p> 		<p><b>7</b> Likelihood = 1 Impact = 7</p> 	
<p><b>Risk Causes:</b> Failure to have effective corporate governance arrangements in place in one or more of the companies. Failure to ensure the right leadership with the right</p>	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	1. Audit and Risk Committee - Supports on issues of risk, control and governance		1. Align Risk Management Arrangements Between BCC/BHL	September 2022	10%

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<p>skills across the Companies. Business Failure due to severe economic downturn caused by external factors (incl. Pandemic &amp; Brexit). Service delivery failure as a result of specific market changes (e.g., recycle market, housing market, volatility in gas and electric market prices, delays in timing of income from customer heat network connections), failure to secure planning etc. Delivery of BE2020 wind up within financial envelope. Legislation changes. Cyber Security - risk that key systems are compromised and that sensitive data is stolen Failure to develop and grow commercial trading activities</p>	<ol style="list-style-type: none"> <li>2. Board Effectiveness Reviews to be annual workforce planning</li> <li>3. Continued monitoring of the impact of External issues such as COVID on the business and adaptive approach being proposed for optimising emerging opportunities and mitigating pressures</li> <li>4. Effective engagement with BHL re reserved matter decisions and wider engagement with BCC Client teams to review performance, quality and set clear KPIs</li> <li>5. Shareholding Group</li> <li>6. Weekly progress review provided and regular review of assumptions, cash flow and risks</li> </ol>	2.BCC Capital Strategy limits BCC exposure to loans	December 2021	100%
<p><b>Risk Consequences:</b> - Financial Loss Reputational damage to the council Impact to service provision provided by subsidiary companies <b>Risk Owner(s):</b> Chief Executive and S151 Officer.</p>		3.Business Plan for Bristol Heat Network	September 2022	50%
<p><b>Risk Owner(s):</b> Chief Executive and S151 Officer. <b>Portfolio Flag:</b> Finance, Governance and Performance <b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>	<p><b>Summary of Progress:</b> Remains the same assessment as last quarter.</p>	4.Business Plan for Holding Companies 23/24	March 2023	0%
<p><b>Threat Risk</b></p>	<p><b>Trend</b></p>	<p><b>Current Risk Assessment</b></p>		<p><b>Risk Tolerance Level</b></p>
<p><b>Risk Title:</b> CRR49 - Workforce Resilience</p>	<p><b>Improving</b></p> 	<p><b>20</b> Likelihood = 4 Impact = 5</p> 		<p><b>9</b> Likelihood = 3 Impact = 3</p> 
<p><b>Description:</b> A lack of workforce resilience or capacity to provide statutory services and achieve strategic aims and objectives</p>		<p><b>Existing Controls</b></p>		<p><b>Mitigating Actions</b></p>
<p><b>Risk Causes:</b></p>				

Appendix A – Corporate Risk Register as at September 2022

<p>Failure to recruit – particularly in specialist areas where the market is highly competitive                  COVID-19 impact in labour market and workforce sickness                  High levels of staff turnover                  High staff sickness levels                  Ineffective prioritisation of workloads</p> <p><b>Risk Consequences:</b>                  Key services fail – inability to meet service demands                  Statutory and/ or regulatory obligations are not delivered                  Strategic priorities and aims are not delivered.                  The council becomes unfocused and demand led.                  Increasing levels of sickness absence                  Higher staff turnover and loss of talent                  HSE/Legal action                  Reputational damage                  Poor customer satisfaction leading to complaints and requests for compensation</p>	<p style="text-align: center;"><b>Control</b></p>	<p style="text-align: center;"><b>Action Title</b></p>	<p style="text-align: center;"><b>Due Date</b></p>	<p style="text-align: center;"><b>Progress</b></p>
	<ul style="list-style-type: none"> <li>• Agreements in place with employment businesses for the supply of contingent workforce; agency and statement of works</li> <li>• Promotion of apprenticeships and internal progression opportunities</li> <li>• Regular and close review of management information (through HR Dashboards and leavers survey) to monitor turnover, staff starters/exits to enable targeted actions to be taken</li> <li>• Stress risk assessments, supporting attendance policy, occupational health advice and Employee Assistance Programme are in place to minimise the incidence and length of sickness absence</li> <li>• Support for managers with future workforce planning and succession planning, with bespoke action plans to target diversity and skills gaps</li> <li>• Consideration of impact of cost of living and winter pressures, encouraging take up of booster and flu jabs and review the facilities available in the workplace</li> <li>• Introduction of an agile self-assessment form - for managers to discuss with team members and put in place actions to help ensure a workplace that is suitable for their physical and mental wellbeing</li> <li>• Prioritisation of tasks to better manage workforce pressures</li> </ul>	<p>Analysis of staff feedback (from surveys and team discussions) to take targeted action to support the resilience and wellbeing of the workforce. This includes the introduction of workshops, e-learning resources, training courses, coaching and advice, in addition to the Employee Assistance Programme</p>	<p>October 2022</p>	<p>75%</p>
<p><b>Risk Owner(s):</b> Chief Executive, Director of Workforce and Change</p> <p><b>Portfolio Flag:</b> City Economy, Finance &amp; Performance</p> <p><b>Strategic Theme:</b> Our Organisation</p>	<p><b>Summary of Progress:</b>                  Following progress on the actions identified the impact rating has been reduced leading to a reduction in the overall risk score.</p>			

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR45 - Failure to deliver statutory duty in respect of children</p> <p><b>Description:</b> Failure to deliver statutory duty in respect of the Children Act resulting in harm or death to a child or other unmitigated risk to the local authority</p>	<p style="text-align: center;"><b>Deteriorating</b></p>	<p style="font-size: 24pt;"><b>15</b></p> <p>Likelihood = 3 Impact = 5</p>		<p style="font-size: 24pt;"><b>6</b></p> <p>Likelihood = 2 Impact = 3</p>	
<p><b>Risk Causes:</b></p>	<p><b>Existing Controls</b></p>		<p><b>Mitigating Actions</b></p>		

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<p>Staffing failure: recruitment and retention                  COVID failure: business continuity plans fail due to higher infection/isolation                  Management failure: failure to oversee and respond in a timely way to child protection concerns, leaving children at risk</p>	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	1. Benchmarking salaries with regional levels		Revising recruitment and retention strategy	May 2022	100%
	2. Investing in training and development		Commissioned independent peer review of the statutory safeguarding arrangements to ensure that the council’s statutory officers are executing their responsibilities and undertaking due diligence in a legal and appropriate way.	May 2022	100%
	3. Over-recruiting where required				
4. Reviewing system pressures and taking action on a weekly basis					
<p><b>Risk Consequences:</b>                  Harm or death of a child                  Inspection failure and regulatory action                  Litigation and reputational damage                  Other unpredicted costs to the LA</p>	5. Systemic unit model and integrated locality arrangements				
	6. Skilled and stable workforce with low use of agency workers - Continued low use of agency workers but turnover and vacancies have risen.				
	7. Strong multiagency children's safeguarding partnership under Keeping Bristol Safe arrangements				
	8. Scrutiny of statutory safeguarding partners				
<p><b>Risk Owner(s):</b> Executive Director People, Director Children’s and Families Services.</p>					
<p><b>Portfolio Flag:</b> Children’s Services, Education &amp; Equalities</p> <p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Wellbeing.</p>	<p><b>Summary of Progress:</b> The recruitment and retention activities planned and referenced in June 2022 have not been able to be progressed. There is a national shortage of social workers and Bristol is struggling to compete with neighbouring LAs to recruit social workers.</p> <p>This is combined with the cost-of-living crisis and more families requesting support and an increase in our children in care population particularly adolescents with complex mental health needs and children seeking asylum. There is a nationwide lack of placements for children and a number of children (up to 6 at any one time) are placed in unregistered placements which are not legal.</p>				

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR41 – Capital Portfolio Delivery (Formerly Long-Term Major Capital Projects)</p> <p><b>Description:</b> Capital portfolio is not delivered on time, within budget and does not deliver One City Plan and Corporate Strategy objectives.</p>	<p><b>Constant</b></p>	<p><b>20</b> Likelihood = 4 Impact = 5</p>		<p><b>6</b> Likelihood = 2 Impact = 3</p>	
<b>Risk Causes:</b>	<b>Existing Controls</b>		<b>Mitigating Actions</b>		



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	Control		Action Title	Due Date	Progress
<p>Strategic, geographic, social, financial and economic conditions changing over time Oversight of Project Interdependencies not well managed Insufficient in-house resources to progress major projects lead to missed opportunities to leverage third party investment Failure to anticipate and secure investment and resources to deliver enabling works and infrastructure</p> <p><b>Risk Consequences:</b> The cost is higher than expected The capital portfolio is delivered later than planned The operating and maintenance cost of assets exceeds expectations Benefits not delivered resulting in failure to deliver outcomes to secure strategic objectives</p> <p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration.</p>	Introduction of enhanced highlight and exception reporting at the G&R Board - Change Services PMO have regular Highlight reports submitted to G&R Board from key and/or large capital programmes and projects. This is now ongoing		Deliver workshops on the review and refresh of the capital programme and review of Capital receipting/disposal.	August 2022	100%
	Internal/External comms factored in into all resource requests to reduce reputational risks		Collaboration with Sustainable City and Climate Change Service to develop a Bristol Capital Sustainability Standard	October 2022	80%
	Additional headroom in MTFP assumptions to manage inflationary and supply chain issues		Developing of a new comprehensive delivery framework, lifecycle and standard operating procedure Spring 21 that overlaid with existing BCC governance and Decision Pathway.	October 2022	100%
			Design and Implement a Capital PMO Function	October 2022	5%
			Commissioned capital strategic partner	February 2021	100%
<p><b>Portfolio Flag:</b> Mayoral Portfolio and City Economy, Finance &amp; Performance</p> <p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>	<p><b>Summary of Progress:</b> This note sets out some of the key areas of risk with high impact scores and discuss management plans / mitigation strategies and why they are scored a such:</p> <p><b>Communities / Social</b> The capital portfolio contains works that if delayed could have a sever but manageable negative impact on vulnerable groups/individuals (school places, affordable homes, transport infrastructure etc). Management responses to risk areas below will help manage the impact on this.</p> <p><b>Environmental</b> The capital portfolio is a high waste creator and polluter. It also offers significant opportunity to construct and install tech and infrastructure essential to meeting strategic aims and reducing its negative impact on the environment in the delivery phase. Delivering sustainable projects within policy is now more prevalent but there is significant opportunity to improve. Capital Projects Service is collaborating with Sustainable City and Climate Change Service to develop a Bristol Capital Sustainability Standard. This will set out a strategic plan for environmental sustainability across the whole of Bristol City Council’s capital portfolio. It contains objectives for the portfolio as a whole and guidance to help delivery staff understand the relevance to their projects. It will provide a set of metrics to track the sustainability performance of the capital portfolio. It will provide advice on what individual projects should report on to feed into these metrics. It will provide an approach to addressing sustainability across the lifecycle of a capital project. This is being piloted currently in Capital Strategic Partnership commissions. Consider adding the capital portfolio as a <b>strategic opportunity</b> to support attainment of strategic environmental goals. Public realm, building asset operation, energy creation &amp; distribution, sustainable transport, ways of working, modern methods of construction can all make significant contributions if embedded <b>consistently</b> in the portfolio with good structures, process and management.</p> <p><b>Financial</b> Impact is 5 as the capital portfolio is currently operating within its 'assumptions'. In short there is sufficient capital to meets its liability. Inflation and the impact on labour and material due to geopolitical factors will place significant strain on budgets and will likely require use of portfolio contingency and may require headroom to be created to protect the ability to meet contractual obligations and high level aspirations.</p>				

An iteration of this was completed in Dec 21 to create additional headroom in the MTFP to manage this kind of issue. In June 2022 Grant Thornton published its interim Auditors Report on Bristol City Council. The report made several observations on capital delivery and capital spend including that the capital programme historically delivers 75% of its spend in the final quarter of the financial year. The recommendations and actions made in the report are factored into the responses and actions associated with this risk. Accurate forecasting and highly assured and smooth delivery of the capital portfolio are the key goals for the steps articulated in the Programme and Project Management section below.

As part of the contract with the Strategic Capital Partnership, resource and support has been provided to increase training for officers to improve accuracy of current and future forecasting and budget requests for consideration within decision pathways and corporate governance.

**Programme & Project Management**

The capital programme was rated as 'Limited' when internally audited in 2021. Head of Capital Projects developed a new comprehensive delivery framework, lifecycle and standard operating procedure Spring 21 that overlaid with existing BCC governance and Decision Pathway. This was internally audited at the same time and was given a 'Reasonable' assurance level with the steps to make it Substantial being to roll it out for all capital projects, not just Strategic Partner commissions. This is now a Audit management action allocated to the Head of Capital Projects. All Strategic Partner commissions are using the framework and SOS's. City Transport are adopting as part of the organisational refresh with 5 projects trialling already. Housing Delivery are currently considering pilot schemes for the framework as well.

The need for a Portfolio Management Office set up has been recognised by the organisation to coordinate the portfolio's programmes and sub projects. This will allow far greater level 2 assurance, understanding interconnected risks and issues and the application of the framework across the majority of the portfolio. This will improve reporting, decision making, control and risk management. Capital Projects is working with Change Services to design and implement this capital PMO function.

Resource has been a continual issue in delivery of capital programmes and projects. In Feb 21 the Capital Strategic Partner was commissioned. This has enabled quick call off for professional services required for capital delivery. The take up of the Partnership by officers has been greater than initially anticipated. This indicates that key projects and programmes are benefiting from this resource particularly in PM and Programme Management.

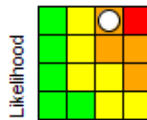

Demonstrable improvements are seen in the parts of the portfolio with pilots and those that are using the new delivery framework but this score will only be reduced when there is a consistent improvement across the whole capital portfolio.

**Reputation**

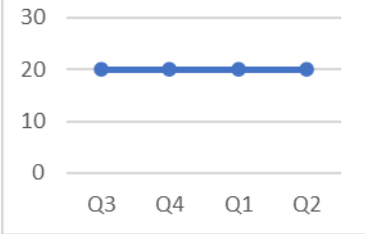
External and internal comms are being factored into all resource requests (mandate, OBC, FBC). There is significant risk capital delivery (Bristol Beacon as an example). Our reputation in the market is also very important. The construction market is volatile and unpredictable at the moment. The Council needs to be considered a client of choice that suppliers want to work with or there is a significant risk that tender responses will be limited with poor value for money implications. Behaviours of commissioners and how the Council communicates its aspiration and values is key to manage this.

**Likelihood**

The likelihood has been reviewed against the council's scoring criteria and there is some justification in considering reducing to a Likely level due to the management actions we have in place and the steps we have taken to address PM and Programme Management deficiencies and resource issues. However, the risk will be kept at Almost Certain for review in 3 months time when there would be more time to assess the impact of the strategies/actions and have evidence in tangible outputs (completed projects & programmes) that will evidence the reduction rather than the improvement being only anticipated.

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR37 - Homelessness</p> <p><b>Description:</b> The risk that homelessness and the subsequent cost of providing suitable affordable accommodation to meet needs and achieve effective long-term outcomes increases.</p>	Constant	<p><b>20</b></p> <p>Likelihood = 4 Impact = 5</p>	 <p>Likelihood</p> <p>Impact</p>	<p><b>9</b></p> <p>Likelihood = 3 Impact = 3</p>	 <p>Likelihood</p> <p>Impact</p>

Appendix A – Corporate Risk Register as at September 2022

					
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>-The ending of the eviction ban</li> <li>-Unemployment and cost of living rising leading to an increase in evictions.</li> <li>-A recent sharp increase in the number of households partly or wholly reliant on welfare benefits [UC claimant households in Bristol have risen from 17,000 in number in April 2020 to 38,000+ in Feb. 2022]. For most welfare benefits recipients, particularly those living in the private rented sector, housing and essential household costs are not met by their benefits entitlements'.</li> <li>Impact of the pandemic leading to an increase in mental health issues, family relationship breakdown and domestic violence &amp; abuse.</li> <li>Supply of affordable rented housing reducing</li> <li>Increasing popularity of Bristol as a city to move to, and associated increased pressure on demand and cost of private rented accommodation</li> </ul>	<b>Existing Controls</b>	<b>Mitigating Actions</b>			
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	<ul style="list-style-type: none"> <li>• Joint commissioning of services - Focus on more joint commissioning of services for those homeless households who also face multiple disadvantages - to create a more holistic approach and to improve outcomes. Proposals for commissioning a new framework for supported TA is going to cabinet in October 2022.</li> <li>• Effective Commissioning - Recommission our short-term supported housing (Pathways) accommodation &amp; support contracts - to maximise effectiveness of these resources / funding stream and minimise repeat homelessness</li> <li>• Effective cost - New supplier contracts - successfully introduced new block contracts for some Temporary Accommodation, reducing the cost of TA to the Council. Planning to bring more block contracts on-line this financial year</li> </ul>	Changing Futures Programme	March 2024	20%	
		Introduce longer term block contracts for Temporary Accommodation that will reduce the net unit cost of TA to BCC	September 2022	80%	
		Increase the supply of move on accommodation - RSAP round 5 bid deadline 13th April 2022	March 2024	50%	
<p><b>Risk Consequences:</b> Increase in homelessness and the number of households in Temporary Accommodation. Expenditure on Temporary Accommodation does not return to pre-pandemic levels and could continue to increase.</p>		Cost Effective Accommodation - Initiated a project with the aim of reducing the net unit cost of Temporary Accommodation. Opportunities being explored and prioritised.	December 2022	30%	
		Homelessness prevention - increase access to private rented - Review our approach to working with the Private rented sector and produce spend to save proposals which will increase access to accommodation and reduce TA use	December 2022	100%	
		Homelessness prevention - review client access - Review how the service and the wider homelessness sector works with clients to identify opportunities for more early intervention and prevention of homelessness	March 2023	10%	
<p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Housing</p>					
<p><b>Portfolio Flag:</b> Housing Delivery and Homes</p>	<p><b>Summary of Progress:</b> The cost-of-living crisis poses significant risks for increasing homelessness. The scale of the impact is not yet known and will depend partly on what</p>				

Appendix A – Corporate Risk Register as at September 2022

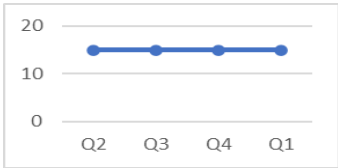
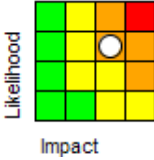
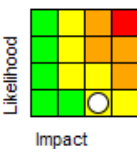
	<p>government support is put in place. The homelessness organisation crisis is predicting a 30% increase in homelessness.</p>
<p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>	<p>The number of households presenting to Bristol City Council as homeless is continuing to increase. The number of households living in Temporary Accommodation (TA) has plateaued since April 2022, with 1144 households in TA at the end of July.</p> <p>In the last year the number of families with children living in TA has increased whilst the number of single clients has stayed roughly the same. Family TA is more expensive than that for single clients. This is adding to the financial pressure.</p> <p>There are a number of initiatives with the aim of reducing homelessness, Temporary Accommodation use and the cost of Temporary Accommodation. However, we will not feel the full benefit of all of these within the current financial year. Therefore, there is likely to be a significant financial pressure for 22/23.</p> <p>Good progress has been made on introducing block contracts for TA.</p> <p>An enhanced package for private landlords has been developed to secure more affordable private rented accommodation for homeless clients.</p> <p>Targeted approach focussing on moving on those households in the most expensive TA placements</p> <p>Progressing opportunities to bring on-line cheaper TA</p>

Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level
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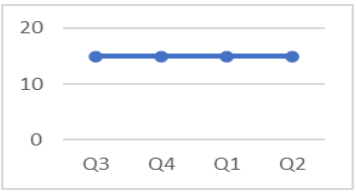
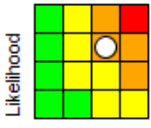
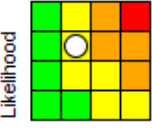
Appendix A – Corporate Risk Register as at September 2022

<p><b>Risk Title:</b> CRR43 - Lack of progress for Mass Transit Impact on city</p>	<p style="text-align: center;"><b>Constant</b></p> <p style="text-align: center;">30 20 10 0</p> <p style="text-align: center;">Q3 Q4 Q1 Q2</p>	<p style="font-size: 24pt; font-weight: bold;">20</p> <p>Likelihood = 4 Impact = 5</p>	<p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p style="font-size: 24pt; font-weight: bold;">10</p> <p>Likelihood = 2 Impact = 5</p>	<p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>
<p><b>Description:</b> Failure of regional authorities to agree way forward for development of a Mass Transit system. No sign up to results of feasibility study.</p>					
<p><b>Risk Causes:</b></p> <ol style="list-style-type: none"> <li>1. Resourcing Business Case development</li> <li>2. Lack of political consensus</li> <li>3. Viability of Business Case</li> <li>4. Lack of DfT support</li> </ol>	<p><b>Existing Controls</b></p>		<p><b>Mitigating Actions</b></p>		
<p><b>Risk Consequences:</b></p> <ul style="list-style-type: none"> <li>Reputational impact.</li> <li>Long term congestion and air pollution increase.</li> <li>Regional productivity reduced.</li> <li>Threat to investment across the city.</li> </ul> <p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Economy of Place.</p>	<p><b>Control</b></p>	<p>Mass Transit Directors Board - Monthly board in place at regional level to ensure appropriate senior officer engagement with project</p> <p>Regular internal briefings - Regular briefings with senior managers and administration</p>	<p><b>Action Title</b></p>	<p><b>Due Date</b></p>	<p><b>Progress</b></p>
<p><b>Portfolio Flag:</b> Transport</p>	<p><b>Summary of Progress:</b> Risk still very high of failure to progress this project. Consultation has been proposed for some time but not been agreed or taken forward by the combined authority - this has not changed since last risk update. This has delayed the whole project. SOBC is proposed to go to committee in January 2023. There is a lot to complete before the SOBC can be agreed and signed off including completion of the consultation. Plans and programmes of briefing are being prepared to share information as it is released and best manage the process towards sign off in January.</p>				
<p><b>Strategic Theme:</b> Our Organisation, Wellbeing.</p>					

Appendix A – Corporate Risk Register as at September 2022

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level																	
<p><b>Risk Title:</b> CRR23 - Adult and Social Care (ASC) Transformation Programme 2020/21-2021/22</p> <p><b>Description:</b> Failure to deliver the required outcomes and savings from the new 2020/21 ASC Transformation Programme</p>	<p><b>Constant</b></p> 	<p><b>15</b></p> <p>Likelihood = 3 Impact = 5</p>		<p><b>5</b></p> <p>Likelihood = 1 Impact = 5</p>																	
<p><b>Risk Causes:</b></p> <p>Wider factors impacting on demand: Rapid increased demand and complexity due to COVID-19. Increase of needs due to more health services being delivered in the community without appropriate funding following the patient. Increased complex needs across our demographics that must be met under the Care Act</p> <p>Wider factors impacting on supply: Financial pressures on an already vulnerable provider market during sustained changes forced on provider during COVID-19. Time to commission and embed alternative Tier 3 services as another option to traditional care homes, such as Extra Care housing, supported Living, shared lives Time to commission and develop genuine step up/ step down alternatives to Tier 3 long term care (Home first, VCSE, reablement for all). Ability to joint fund this supply using the BCF with NHS (National Health Service) partners working in an Integrated Care System model. Ability to prioritise the programme under one city plans and to have the corporate support and investment needed alongside ASC staff to deliver on the proposed solutions</p>	<p><b>Existing Controls</b></p> <table border="1"> <thead> <tr> <th>Control</th> <th>Mitigating Actions</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Change Agent roles created to champion change</td> <td>Additional priorities workstreams for revised programme</td> <td>January 2023</td> <td>0%</td> </tr> <tr> <td>Improving Business Intelligence - ASC PowerBI accelerators developed</td> <td>Future Service Priorities Developed</td> <td>July 2023</td> <td>0%</td> </tr> <tr> <td>Inhouse services reviewed by Mutual Ventures</td> <td>Key Workstreams for Revised Programme</td> <td>December 2022</td> <td>0%</td> </tr> <tr> <td>Transformation Programme Board established - New transformation programme board to be chaired by Executive Director of People. Each workstream will have a Senior Responsible Officer (SRO) to ensure ownership of progress. This will be at Deputy Director (DD) and Head of Service (HoS) level.</td> <td>Various actions taken to address budget pressures</td> <td>December 2022</td> <td>100%</td> </tr> </tbody> </table>					Control	Mitigating Actions	Due Date	Progress	Change Agent roles created to champion change	Additional priorities workstreams for revised programme	January 2023	0%	Improving Business Intelligence - ASC PowerBI accelerators developed	Future Service Priorities Developed	July 2023	0%	Inhouse services reviewed by Mutual Ventures	Key Workstreams for Revised Programme	December 2022	0%
Control	Mitigating Actions	Due Date	Progress																		
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<p><b>Risk Consequences:</b> Agreed programme outcomes are not met and citizens are not supported with the right care and support which maximises independence. Programme savings are not delivered causing Adult Social Care to overspend on agreed budget. Programme has gone into exception and now considering more radical savings options under the corporate 5% savings plan</p>	<p>Procure Care Cubed to improve pricing control of providers</p> <p>Realignment of operations</p> <p>Interim Actions to Address Budget Pressures</p>																				
<p><b>Risk Owner(s):</b> Director Adult Social Care</p>																					
<p><b>Portfolio Flag:</b> Adult Social Care &amp; Integrated Care System</p>	<p><b>Summary of Progress:</b> The Transformation programme has continued with delivery of in-house service redesign, strength-based practice, developing a knowledge function, and also market testing to secure a Learning Disability and Autism strategic partner. This is alongside a number of service-led transformation projects. In recognition of the scale of the financial challenges facing the service, the need to develop a more preventative and personalised model of care, and the scale of change within the Social Care White Papers, the transformation programme is being re-set for 2022/23 onwards. This is alongside the continued delivery of the existing programme,</p>																				
<p><b>Strategic Theme:</b> Our Organisation, Empowering others</p>																					

Appendix A – Corporate Risk Register as at September 2022

and Caring, Fair and Inclusive, Well connected, Wellbeing.	as well as additional savings-focused projects. The Transformation programme is managed by a monthly Board meeting chaired by the Portfolio Holder for Adult Social Care. The Transformation team has a dedicated interim Director and Programme Manager who have appointed two new project managers to provide dedicated capacity on housing and in-house services. An existing project manager is supporting the project to increase Technology Enabled Care.					
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p><b>Risk Title:</b> CRR6 Fraud and Corruption</p> <p><b>Description:</b> Failure to prevent or detect acts of significant fraud or corruption against the council from either internal or external sources.</p>	<p><b>Constant</b></p> 	<p><b>15</b></p> <p>Likelihood = 3 Impact = 5</p> 		<p><b>9</b></p> <p>Likelihood = 3 Impact = 3</p> 		
<p><b>Risk Causes:</b> Heightened levels of fraud, including cyber fraud, as criminals attempt to exploit the COVID-19 pandemic and current cost of living increases Relaxation of controls in current emergency environment (Covid 19) as payments and support are being dispersed quickly in line with government requirement. Failure of management to implement a sound system of internal control and/or to demonstrate commitment to it at all times. Not keeping up to date with developments, in new areas of fraud. Insufficient risk assessment of new emerging fraud issues. Lack of clear management control of responsibility, authorities and / or delegation Lack of resources to undertake the depth of work required to minimise the risks of fraud /avoidance. This potential cause is highlighted at this time given the potential impact of the current pandemic situation and with staff redeployed to support the emergency response. Under investment in fraud prevention and detection technology and resource.</p>	Existing Controls		Mitigating Actions			
	Control			Action Title	Due Date	Progress
	1. A dedicated Counter Fraud and Investigation team - BCC has a dedicated Counter Fraud and Investigation team with varied skills (investigation, accountancy, audit and data analysis skills).			1. Fraud Risk Assessments	December 2022	0%
	2. Audits - Internal Audit reviews will sometimes include an assessment of fraud controls. In addition the Counter Fraud team undertake 'Fraud Prevention reviews or Fraudits'.			2. Improve Whistleblowing process	November 2022	60%
3. Continued use of analytic and additional resources to perform payment checks. Pre-payment checking of Covid support grants continue, including bank account validation, Company House checks, duplicate claim checks and IP address checks.			3. NFI Fraud Hub Implementation	October 2022	60%	
<p><b>Risk Consequences:</b> Losses to fraud under emergency measures is inevitable. Potential increase in financial losses due to increase in scams. Failure to prevent or detect acts of significant fraud or corruption could result in financial loss for the Council. Reputational damage could be suffered if fraud occurs.</p>	4. National Fraud Initiative (NFI) fraud hub App - The NFI/Cabinet Office Fraud Hub is in use, with a limited number of datasets uploaded. In addition, Appcheck has been rolled out to Housing Options team.		4. Review National Fraud Initiative Data Matching	March 2023	50%	
	5. On-going improvement plan for Whistle-blowing - Whistle-blowing arrangements have been informally assessed against Protect - benchmarking assessment tool. An improvement plan has been developed and is being		5. Establish a long term more technologically advanced fraud hub	October 2022	50%	



	implemented.			
	6. Participation in anti-fraud exercises - BCC takes part in the biennial Cabinet Office National Fraud Initiative exercise, the annual Council Tax Single Persons discount exercise and have been involved in pilot exercises of data matching with HMRC/Covid grants. In addition BCC Counter Fraud team undertake a planned programme of data analytic work.			
	7. Planned programme of proactive fraud detection and prevention work - BCC Counter Fraud team develop an annual programme of planned work based on known and increasing fraud risks.			
<b>Risk Owner(s):</b> Chief Executive and Director of Finance (\$151 Officer).	8. Whistleblowing procedure - New internal procedure developed. HR advisor assigned to each Whistle-blow.			
<b>Portfolio Flag:</b> Finance, Governance and Performance	<p><b>Summary of Progress:</b> The risk score remains unchanged which reflects the inherent nature of the fraud risk in the Council's operating environment and it is recognised that whilst mitigations can be put in place they cannot completely eradicate the fraud risk. Furthermore, the current economic crisis will likely result in increases in the number of fraud incidences as fraudsters continuously attempt to use complex means to defraud both individuals and organisations. Following the implementation of the NFI Fraud Hub, the focus is now on ensuring that outcomes are robustly reviewed and processed so that both prevention and recovery activities are completed timely and effectively. In addition, work is underway to explore new areas for fraud prevention and detection as well as enhancing our arrangements for responding and investigating allegations of possible fraud and irregularity received through various referral mechanisms.</p>			
<b>Strategic Theme:</b> Our Organisation				



Appendix A – Corporate Risk Register as at September 2022

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p><b>Risk Title:</b> CRR27 – Failure to Deliver the Capital Transport Programme</p> <p><b>Description:</b> Management of the overall transport capital programme is key to ensuring we deliver against mayoral priorities in the most cost and time efficient way possible. Failure to do so negatively impacts the council's reputation and finances and makes the council less likely to reduce congestion, air pollution and inequality.</p>	<p><b>Constant</b></p>	<p><b>15</b></p> <p>Likelihood = 3 Impact = 5</p>	<p>Likelihood</p> <p>Impact</p>	<p><b>9</b></p> <p>Likelihood = 3 Impact = 3</p>	<p>Likelihood</p> <p>Impact</p>	
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>- Overspend on individual schemes leading to unsustainable cost pressures</li> <li>- Underspend on annual profile</li> <li>- Lack of coordination and programme management across divisions</li> <li>- COVID - 19</li> <li>- Loss of resource and inability to recruit</li> </ul>	<p><b>Existing Controls</b></p>					<p><b>Mitigating Actions</b></p>
	<p><b>Control</b></p>		<p><b>Action Title</b></p>	<p><b>Due Date</b></p>	<p><b>Progress</b></p>	
	<p>Biweekly Capital Programme Review Board - Capital Programme review board reviewing timescales and status of the relevant projects.</p>		<p>Develop proposals for management of capital programme (working with Transport Planning Team)</p>	<p>May 2022</p>	<p>100%</p>	
	<p>PMO Capital Programme Process Review - Reviewing City Transport capital programme processes to align better with corporate PMO and develop management of the capital programme - led by Arcadis/PMO. Reporting April. Likely to replace 6 month review</p>		<p>Strategic partner to complete assessment of capital delivery</p>	<p>May 2022</p>	<p>100%</p>	
	<p>Regular briefings and reporting to senior management and cabinet members.</p>		<p>Client Function Review alongside CA proposal - Review client function and how it is delivered to mitigate potential loss of resource and expertise to central PMO</p>	<p>September 2022</p>	<p>0%</p>	
	<p>Biweekly capital programme review board - reviewing timescales and status of the relevant projects.</p>					
<p><b>Risk Consequences:</b></p> <ul style="list-style-type: none"> <li>- Financial impact</li> <li>- Failure to progress schemes or delays to schemes impact on productivity of city and aims to reduce congestion, air pollution and inequality</li> <li>- Reputation Impact</li> </ul>						
<p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Economy of Place.</p>						
<p><b>Portfolio Flag:</b> Transport</p>	<p><b>Summary of Progress:</b> No change to rating, risk still high due to lack of resource. Proposal to centralise part of project management resource (TPT team) may have impacts on client function and staff retention. Reviewing how client function is delivered to manage this risk. Recruitment currently on hold awaiting understanding/agreement of future setup. Programme Manager to assist with Strategic Corridors Programme now in post and overseeing programme</p>					
<p><b>Strategic Theme:</b> Our Organisation, Wellbeing</p>						

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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<b>Risk Title:</b> CRR5 - Business Continuity and Council Resilience  <b>Description:</b> If the council has a Business Continuity disruption and is unable to ensure the resilience of key BCC operations and business activities, then the impact of the event maybe increased with a greater impact on people and council Services.	<b>Constant</b>  	<b>15</b> Likelihood = 3 Impact = 5		<b>9</b> Likelihood = 3 Impact = 3	
<b>Risk Causes:</b> - Strikes (People, Fuel). - Loss of key staff (communicable diseases (Covid - illness and self-isolation) and influenza. - Loss of suppliers / supply chain disruption. - Loss of accommodation to deliver key services. - Loss of equipment / infrastructure, including utilities. - Any event which may cause major disruption - e.g. severe weather - Unavailability of IT and/or Telecoms. - Knowledge loss. - Reduced chances of preventing/ responding to incidents due to a lack of forward planning or investment.	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
<b>Risk Consequences:</b> - Inability to deliver/support front line services. - Service Disruption. - Loss of service. - Transportation disruption. - Additional demand on services. - Stress. - Potential risk to staff and public safety. - Increased financial cost in terms of damage control and insurance costs. - Legal compliance and financial penalty. - Reputational damage.	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	<ol style="list-style-type: none"> <li>A number of Policies, procedures and arrangements are in place including duty rotas for key service areas and the Duty Director rota.</li> <li>Corporate Business Continuity Framework, including BC escalation process - Framework presented at CRG on 11th July 2022.</li> <li>Corporate Business Continuity Group, bringing owners of 'cross cutting business support services' together (IT, FM, Procurement, HR) to horizon scan and risk manage - BC Group has met several times since March 2022 - Formalise reporting arrangements and governance required.</li> <li>Corporate Resilience Group overseeing, corporate preparedness, including BC capability - CRG hosted power outage exercise on 22nd March, allowing key services to test business continuity arrangements. Learning from this exercise will shape a corporate power outage plan.</li> <li>The CRG will seek assurances from key service areas regarding the robustness of continuity arrangements against local risk.</li> <li>Service Level Business Continuity Planning - Services will be developing their BC plans in Q3, aligned to service planning.</li> </ol>		<ol style="list-style-type: none"> <li>Align BC Planning with Service Delivery Planning</li> <li>Review Corporate Business Continuity Framework Doc</li> <li>Review Service-level Business Continuity Plan template</li> <li>Lead IT Resilience / Business Continuity project, including developing battle boxes, an IT Resilience Plan, understanding DR arrangements across BCC delivered IT services and SAAS, improving service-level BC plans for managing IT outages, testing arrangements</li> <li>Workshops to support services to complete BC templates</li> <li>Embed CRG and BC Group into corporate governance framework, including alignment with corporate risk group</li> <li>IT Disaster Recovery / Business Continuity project – understanding critical IT requirements, understanding disaster recovery capacity, improving IT outage planning at corporate and service levels, increasing resilience to IT outages, power failures and other risks - FBC for the project is being developed and will be presented to Resources EDM on 11th July 2022.</li> </ol>	May 2022 September 2022 September 2022 December 2022 Paused Ongoing December 2022	100% 90% 90% 90% 50% 50% 90%
<b>Risk Owner(s):</b> Executive Director Growth and Regeneration Chief Executive, Director Management of Place.  <b>Portfolio Flag:</b> City Economy, Finance & Performance	<b>Summary of Progress:</b> With such a challenging Autumn and Winter ahead (financial pressure and recruitment freezes, inflation, ongoing Covid and seasonal illness, employment markets, etc) it isn't possible to lower this assessment.				

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<b>Strategic Theme:</b> Our Organisation, Wellbeing.
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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level																																													
<p><b>Risk Title:</b> CRR18 - Failure to deliver enough homes to meet the City's needs</p> <p><b>Description:</b> Failure of the City to deliver to the Mayoral Target of 2000 new homes per year by 2024. Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing offer across the city prove to be ineffective and do not attract and retain economically active residents.</p>	<p><b>Improving</b></p>	<p><b>15</b></p> <p>Likelihood = 2 Impact = 5</p>		<p><b>9</b></p> <p>Likelihood = 3 Impact = 3</p>																																													
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>-Not enough planning applications submitted</li> <li>-Not enough planning permissions granted</li> <li>-Insufficient housing land identified in strategic planning documents</li> <li>-Inability of the housebuilding industry to deliver at this level</li> <li>-Increased uncertainty in the market due to Brexit and Covid-19.</li> </ul>	<p><b>Existing Controls</b></p> <table border="1"> <thead> <tr> <th>Control</th> <th>Mitigating Actions</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>1.Created a single multi-disciplinary Housing Delivery Team</td> <td>Secure Homes England Affordable Housing Programme Funding</td> <td>March 2026</td> <td>30%</td> </tr> <tr> <td>2.Established a Local Housing Company (Goram Homes).</td> <td>Revised Affordable Housing Funding Policy 2022-202</td> <td>April 2022</td> <td>100%</td> </tr> <tr> <td>3.Introduced the Affordable Housing Practice Note.</td> <td></td> <td></td> <td></td> </tr> <tr> <td>4.Issued grants to Registered Providers (RPs).</td> <td></td> <td></td> <td></td> </tr> <tr> <td>5.Manage a targeted grant funding programme to subsidise the delivery of affordable homes.</td> <td></td> <td></td> <td></td> </tr> <tr> <td>6.Required a minimum of 30% affordable housing on land released by the Council.</td> <td></td> <td></td> <td></td> </tr> <tr> <td>7.Secured additional grant funding for infrastructure.</td> <td></td> <td></td> <td></td> </tr> <tr> <td>8.Secured funding from Homes England</td> <td></td> <td></td> <td></td> </tr> <tr> <td>9.Service Review of Housing Delivery Team</td> <td></td> <td></td> <td></td> </tr> <tr> <td>10.Worked collaboratively with Homes England</td> <td></td> <td></td> <td></td> </tr> <tr> <td>11. Strategic City Planning monitor housing completions and future pipeline of consents</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>					Control	Mitigating Actions	Due Date	Progress	1.Created a single multi-disciplinary Housing Delivery Team	Secure Homes England Affordable Housing Programme Funding	March 2026	30%	2.Established a Local Housing Company (Goram Homes).	Revised Affordable Housing Funding Policy 2022-202	April 2022	100%	3.Introduced the Affordable Housing Practice Note.				4.Issued grants to Registered Providers (RPs).				5.Manage a targeted grant funding programme to subsidise the delivery of affordable homes.				6.Required a minimum of 30% affordable housing on land released by the Council.				7.Secured additional grant funding for infrastructure.				8.Secured funding from Homes England				9.Service Review of Housing Delivery Team				10.Worked collaboratively with Homes England			
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<p><b>Risk Consequences:</b></p> <ul style="list-style-type: none"> <li>-Reputational damage</li> <li>- Fail to deliver inclusive growth</li> <li>- Increased housing need / homelessness</li> <li>-Increased cost of housing</li> <li>-Failure to retain economically active residents.</li> <li>-Widening gap on demand</li> <li>-Growth of student accommodation retracting</li> </ul>																																																	
<p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Development of Place.</p>																																																	
<p><b>Portfolio Flag:</b> Housing Delivery and Homes</p>	<p><b>Summary of Progress:</b> Intelligence also suggests completion figure for 21/22 will be higher than recent years. Figure to be confirmed shortly.</p>																																																

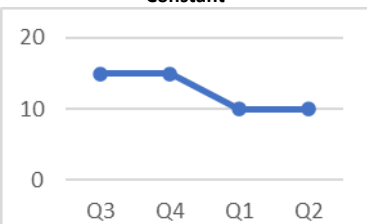
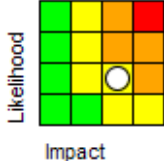
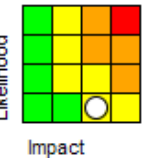
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Appendix A – Corporate Risk Register as at September 2022

<b>Strategic Theme:</b> Fair and Inclusive					
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<b>Risk Title:</b> CRR26 – ICT Resilience	<p><b>Constant</b></p> <p>15 10 5 0</p> <p>Q3 Q4 Q1 Q2</p>	<p><b>14</b></p> <p>Likelihood = 2 Impact = 7</p>	<p>Likelihood</p> <p>Impact</p>	<p><b>10</b></p> <p>Likelihood = 2 Impact = 5</p>	<p>Likelihood</p> <p>Impact</p>
<b>Description:</b> The Councils ability to deliver critical and key services in the event of ICT outages, and be able to recover in the event of system and/or data loss.					
<p><b>Risk Causes:</b> Poor Business Continuity (BCP) planning and understanding of key system architecture.</p> <p>Untested Disaster Recovery (DR) arrangements including data recovery.</p> <p>Untested network reconfiguration to alleviate key location outage.</p> <p>Untested recovery schedules in terms of order and instructions.</p> <p>Lack of resilience available for legacy systems (single points of failure - people and technology).</p> <p>Services undertaking their own IT arrangements outside of the corporate approach.</p>	<b>Existing Controls</b>		<b>Mitigating Actions</b>		
	<b>Control</b>		<b>Action Title</b>	<b>Due Date</b>	<b>Progress</b>
	1. Connection to BCC systems protections - With the majority of staff working from home, connection to our systems is vital and the main route is via VPN. We have tested alternative access which can be used. 2 factor authentication was tested as a back door which allows non-BCC pcs to login to Microsoft office 365.		1. Application/system risk log	September 2021	100%
	2. Highlight to service areas vulnerable applications - Highlighting to service areas where applications may be vulnerable and advising on likely timescales for disruption to enable appropriate BC planning.		2. IT Resilience and BCP Phase 2	January 2023	0%
	3. Moved critical systems to the cloud with more effective DR.		3. IT Resilience and Business Continuity Project Phase 1	March 2022	100%
<p><b>Risk Consequences:</b> Inability to deliver services</p>	1. Resilience workshops for most critical systems - Workshops are in progress to review and improve resilience for our most critical systems including: Adult and children's social care, Revs and Bens and Housing	4. Project to move Shared Drives to Cloud	November 2022	50%	
	2. Supplier run order in the event of multiple system outage - our disaster recovery supplier has a run order in the event of a major outage involving multiple systems.	5. Removal of legacy hardware from estate	August 2024	50%	
	3. Weekly testing of individual systems restore - The restore of individual systems is tested weekly on a rotational basis				
<b>Risk Owner(s):</b> Chief Executive, Director, Digital Transformation, Service Area Leads.					

Appendix A – Corporate Risk Register as at September 2022

<p><b>Portfolio Flag:</b> Finance, Governance and Performance</p>	<p><b>Summary of Progress:</b> The Full Business Case for the next phase of the IT BC/DR project is delayed further. We are re-assessing this project in light of current pressures to measure the organisations appetite for further enhancing risk mitigations in this area. This review will take place over the coming weeks and observations/suggestions taken through relevant EDM's and CLB where required.</p>
<p><b>Strategic Theme:</b> Our Organisation</p>	

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR29 - Information Security Management System (ISMS)</p> <p><b>Description:</b> There is a risk that if the council does not have an Information Security Management System then it will not be able to effectively manage Information Security risks.</p>	<p><b>Constant</b></p> 	<p style="text-align: center;"><b>10</b></p> <p>Likelihood = 2 Impact = 5</p>		<p style="text-align: center;"><b>5</b></p> <p>Likelihood = 1 Impact = 5</p>	
<p><b>Risk Causes:</b> Ineffective Information Security Management System, inadequate resources to create and maintain an ISMS, management buy in and support to operate an ISMS.</p>	<p><b>Control</b></p>				
<p><b>Risk Consequences:</b> Information security incidents resulting in loss of personal data or breach of privacy / confidentiality. Safeguarding data breach impacting on safety of vulnerable child or adult. Risk of breaching the regulations, and being subject to penalties/fines - Regulations Fines increasing from up to £500,000 to 10-20m Euros of 4% of global turnover. Increased litigation. Reputational damage.</p>	<ol style="list-style-type: none"> <li>Guidance and awareness campaigns supported by regular phishing campaigns. Comms and awareness being delivered to raise awareness to colleagues around the risk of Cyber incidents and how good Information Security practices (including adherence to policies) will help minimise the likelihood of these occurring</li> <li>Security Team Training</li> <li>MetaCompliance tool online to track compliance/engagement of policies</li> </ol>	<p style="text-align: center;"><b>Action Title</b></p>	<p style="text-align: center;"><b>Due Date</b></p>	<p style="text-align: center;"><b>Progress</b></p>	
<p><b>Risk Owner(s):</b> Senior Information Risk Owner (SIRO).</p>		<ol style="list-style-type: none"> <li>Continue roll out of Policies with oversight from ICGB Information Governance Tool</li> <li>Implement Audit Actions with oversight by IG Board</li> </ol>	<p>December 2022</p> <p>December 2022</p>	<p>75%</p> <p>80%</p>	

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Appendix A – Corporate Risk Register as at September 2022

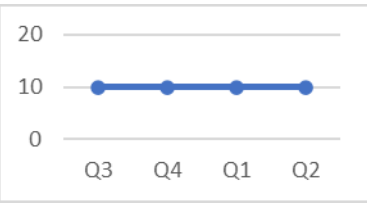
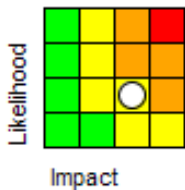
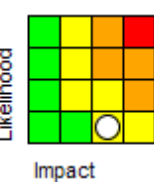
<p><b>Portfolio Flag:</b> Finance, Governance and Performance</p>	<p><b>Summary of Progress:</b> Final policy work on the ISMS, has lead to likelihood decrease. Future work on this will take longer due to recruitment challenges, however:</p>
<p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>	<p>Policies continue to be rolled out, and MetaCompliance tool online to track compliance/engagement of policies, further engagement with comms planned.</p>

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> CRR4 – Failure to Deliver an effective Corporate Health, Safety and Wellbeing Framework</p>	<p><b>Improved</b></p>	<p><b>10</b> Likelihood = 2 Impact = 5</p>		<p><b>10</b> Likelihood = 2 Impact = 5</p>	
<p><b>Description:</b> To deliver an effective management framework in place to ensure that the workplace and work environment is free from health and safety hazards. The framework the Council will use to achieve this is based on the Health and Safety Executives guidance Managing for Health and Safety (HSG65) 'Plan, Do Check Act' approach. The framework will apply to all employees who work at the Council whether on a permanent or temporary basis, Schools, contractors agency staff visitors and other parties who have a business relationship with BCC.</p>					
<p><b>Risk Causes:</b> If services do not have sufficient staff numbers to carry out work plans in a safe way. If services are not able to order appropriate equipment required for staff safety. Lack of appropriate equipment. Lack of appropriate training. Lack of oversight and control by local management. Lack of information on the potential or known risks. Inadequate contract management arrangements. Lack of effective processes and systems consistently being applied Policies are not kept up to date.</p>	<p><b>Existing Controls</b></p>		<p><b>Mitigating Actions</b></p>		
	<p><b>Control</b></p>		<p><b>Action Title</b></p>	<p><b>Due Date</b></p>	<p><b>Progress</b></p>
	<p>1. 5 Year Health and Safety Strategy - The strategy has 5 key themes - Leadership and Commitment, Risk Control, Communication and Engagement. Learning and development and Performance Management</p>		<p>1.Audit of key areas of risk</p>	<p>March 2022</p>	<p>100%</p>
	<p>2. CDM, Legionella and Asbestos procedures have been revised</p>		<p>2.New Accident Incident Reporting System</p>	<p>March 2022</p>	<p>100%</p>
	<p>3. CHaSMs Monitoring System Reviewed - CHaSMs completed in November and reported on to EDMs in</p>		<p>3.Review Health and Safety Procedures</p>	<p>March 2023</p>	<p>20%</p>

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Appendix A – Corporate Risk Register as at September 2022

	<p>January. Action plans in place and on the SHAREPOINT. Discussion with internal audit over the future of CHaSMs. Will become a yearly assessment September for Corporate Estate and October for Schools, will be linked to service and financial planning cycles to better embed the process. Work will continue on ensuring SMART action plans and better understanding of operational health and safety risks. The revised CHaSMs is due to be sent out in October 2022.</p>			
<p><b>Risk Consequences:</b> Risk of injury Staff, visitors, contractors, citizens. Risk of injury to our tenants. Staff put under undue pressure leading to staff taking sick leave, or leaving the organisation. Risk of legal action/penalties against the Council and individual managers, including possibility of Corporate Manslaughter. Impact on the reputation of the City Council. Lack of compliance with Health and Safety policies and safe practices, due to pressures of work or lack of training. Reputational damage</p>	<p>4. Fire Safety Management System - Fire Safety Management System is in place and has been piloted. Is ready to be published on SOURCE by 30th March 2022. Once published a number of information sessions will take place to ensure managers and key responsible people understand how to implement system.</p>	<p>4. Training and Development Programme for Health, Safety and Well-being</p>	<p>December 2022</p>	<p>10%</p>
	<p>5. Health and Well-being plan - Health and Wellbeing plan in place and being implemented</p>			
	<p>6. New integrated OH, EAP and Physiotherapy contract - New contract in place for a year. Overall is working well there are some red spots (health surveillance) which is currently being contract managed due to delivery.</p>			
	<p>7. Reorganising the Corporate Health Safety and Wellbeing Team - New job and paperwork completed with business plan and EIA. Currently out for consultation with staff group and TU. Consultation end on 21st March 2022. Jobs will go to evaluation panel on Tuesday 29th, appointment to internal post during April onwards. The consultation process has been completed any because of Councils financial position this is being revised and will probably be implemented in two parts.</p>			
<p><b>Risk Owner(s):</b> Chief Executive and Corporate Leadership Board (CLB), Director of Workforce Change.</p>				
<p><b>Portfolio Flag:</b> Finance, Governance and Performance <b>Strategic Theme:</b> Our Organisation</p>	<p><b>Summary of Progress:</b> The impact has stayed the same but the likelihood has been reduced, as reflected by the controls put in place to mitigate the risk. There have not been regular intervals where there has been major health and safety incidents.</p>			

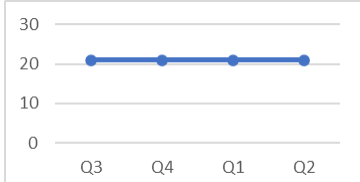
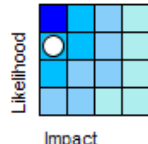
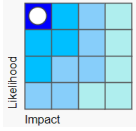
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level																																				
<p><b>Risk Title:</b> CRR36 - Risk to delivering required improvements from Ofsted/CQC SEND Inspection</p> <p><b>Description:</b> Delivery of the recovery plan with agreed priorities and actions and clear milestones forming the Written Statement of Action (WSOA) following the SEND local area OFSTED inspection in October 2019.</p>	<p><b>Constant</b></p> 	<p><b>10</b> Likelihood = 2 Impact = 5</p>		<p><b>5</b> Likelihood = 1 Impact = 5</p>																																				
<p><b>Risk Causes:</b> Covid-19 delaying ability to complete actions and creating increased pressure across the locality partnership. Increasing demands for services outweighing current capacity to clear the backlog on statutory assessments. Judicial Review or similar legal actions causing attention to be diverted from BAU. Unprecedented national and local demand for Statutory assessment. Recruitment and retention including national shortage of Educational Psychologists.</p>	<p><b>Existing Controls</b></p>					<p><b>Mitigating Actions</b></p>																																		
<p><b>Risk Consequences:</b> The OFSTED reinspection resulting in requirement for accelerated improvement plan</p>	<table border="1"> <thead> <tr> <th data-bbox="651 1011 1055 1059">Control</th> <th data-bbox="1055 1011 1361 1059"></th> <th data-bbox="1361 1011 1809 1059">Action Title</th> <th data-bbox="1809 1011 2056 1059">Due Date</th> <th data-bbox="2056 1011 2179 1059">Progress</th> </tr> </thead> <tbody> <tr> <td data-bbox="651 1059 1055 1123">Committed to further follow up monitoring visits, beyond the life of the WSoA, with DfE and NHS advisers</td> <td data-bbox="1055 1059 1361 1123"></td> <td data-bbox="1361 1059 1809 1123">Develop next iteration of SEND action plan</td> <td data-bbox="1809 1059 2056 1123">December 2022</td> <td data-bbox="2056 1059 2179 1123">80%</td> </tr> <tr> <td data-bbox="651 1123 1055 1163">Focus on early identification and intervention</td> <td data-bbox="1055 1123 1361 1163"></td> <td data-bbox="1361 1123 1809 1163">Develop separate accelerated action plan</td> <td data-bbox="1809 1123 2056 1163">April 2022</td> <td data-bbox="2056 1123 2179 1163">100%</td> </tr> <tr> <td data-bbox="651 1163 1055 1227">Ongoing governance and monitoring activity including Scrutiny.</td> <td data-bbox="1055 1163 1361 1227"></td> <td data-bbox="1361 1163 1809 1227">Developing a service user engagement and co-production framework</td> <td data-bbox="1809 1163 2056 1227">June 2022</td> <td data-bbox="2056 1163 2179 1227">50%</td> </tr> <tr> <td data-bbox="651 1227 1055 1286">SEND Improvement Board Established</td> <td data-bbox="1055 1227 1361 1286"></td> <td data-bbox="1361 1227 1809 1286">Phase 1 SEND Improvement</td> <td data-bbox="1809 1227 2056 1286">July 2021</td> <td data-bbox="2056 1227 2179 1286">100%</td> </tr> <tr> <td data-bbox="651 1286 1055 1334"></td> <td data-bbox="1055 1286 1361 1334"></td> <td data-bbox="1361 1286 1809 1334">Quality Assurance Activity</td> <td data-bbox="1809 1286 2056 1334">July 2021</td> <td data-bbox="2056 1286 2179 1334">100%</td> </tr> <tr> <td data-bbox="651 1334 1055 1390"></td> <td data-bbox="1055 1334 1361 1390"></td> <td data-bbox="1361 1334 1809 1390">Re-structured and re-focused the work of the statutory SEND team and invested in</td> <td data-bbox="1809 1334 2056 1390">June 2022</td> <td data-bbox="2056 1334 2179 1390">100%</td> </tr> </tbody> </table>	Control		Action Title	Due Date	Progress	Committed to further follow up monitoring visits, beyond the life of the WSoA, with DfE and NHS advisers		Develop next iteration of SEND action plan	December 2022	80%	Focus on early identification and intervention		Develop separate accelerated action plan	April 2022	100%	Ongoing governance and monitoring activity including Scrutiny.		Developing a service user engagement and co-production framework	June 2022	50%	SEND Improvement Board Established		Phase 1 SEND Improvement	July 2021	100%			Quality Assurance Activity	July 2021	100%			Re-structured and re-focused the work of the statutory SEND team and invested in	June 2022	100%				
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Appendix A – Corporate Risk Register as at September 2022

<p>Worsening of parental confidence in Bristol’s SEND system and associated reputational damage / increased potential litigation / Judicial Reviews</p>		<p>key areas</p>		
<p><b>Risk Owner(s):</b> Director Adult and Social Care, Service Director Education and Skills</p>		<p>All EHCP systems and processes reviewed and remodelled</p>	<p>August 2022</p>	<p>100%</p>
<p><b>Portfolio Flag:</b> Children’s Services, Education &amp; Equalities</p>	<p><b>Summary of Progress:</b> The SEND Improvement work continues along with continued monitoring visits from the DfE and NHS England. The SEND Partnership Plan, which is being developed through a co-produced model with key stakeholders is almost complete and will guide future development. The window for an Ofsted re-visit has been open since early Spring. However, this has not prevented a continued focus on systemic improvement.</p>			
<p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>				


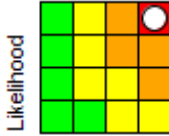
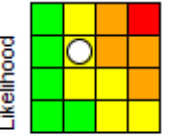
**Opportunity Risks**

Opportunity Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p><b>Risk Title:</b> OPP1 - One City Approach</p> <p><b>Description:</b> The One City Approach will offer a new way to plan strategically with partners as part of a wider city system.</p>	<p><b>Constant</b></p> 	<p><b>21</b></p> <p>Likelihood = 3 Impact = 7</p>		<p><b>28</b></p> <p>Likelihood = 4 Impact = 7</p>	
<p><b>Risk Causes:</b> 1. Mayoral aspiration and widespread partner sign-up to principles</p> <p>2. Work to date has produced outline plan and engaged partners in the long-term vision and necessary work to complete the plan</p>	<p><b>Existing Controls</b></p>		<p><b>Mitigating Actions</b></p>		
	<p><b>Control</b></p>		<p><b>Action Title</b></p>	<p><b>Due Date</b></p>	<p><b>Progress</b></p>
	<p>1. V3 One City Plan Produced - We have produced v3 of the One City Plan and produced our second annual report available on the One City Website from 12 June 2021.</p>		<p>1. One City Plan refresh process</p>	<p>March 2023</p>	<p>10%</p>
			<p>2. Set up Partnership Board</p>	<p>October 2022</p>	<p>75%</p>
			<p>3. City Office Team Mandate</p>	<p>September 2022</p>	<p>95%</p>
<p><b>Risk Consequences:</b></p> <p>1. The council can plan as part of a wider city system, making stronger plans based on agreed city priorities</p>					

Appendix A – Corporate Risk Register as at September 2022

<p>which already have partner buy-in 2. Potential to make financial and efficiency savings and/ or deliver better services and/or reduced demand for service, reducing costs whilst improving citizen outcomes. Update April 2020: 3. Relationships already built can accelerate communication, collaboration and effective delivery of a coherent plan for the city's recovery from Covid-19</p>	
<p><b>Risk Owner(s):</b> Director Policy, Strategy and Partnerships.</p>	
<p><b>Portfolio Flag:</b> Finance, Governance and Performance</p>	<p><b>Summary of Progress:</b> One City continues to be an opportunity for the local authority through the One City Approach to partnership working. Arising opportunities includes taking a One City Approach to the cost-of-living crisis, the food equality strategy and the second Voluntary Local Review of the SDGs for which Bristol is viewed as a world leader in our tracking and embedding of the SDGs in our activity.</p>
<p><b>Strategic Theme:</b> Our Organisation</p>	

**External and Civil Contingency Risks**

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level																
<p><b>Risk Title:</b> BCCC5 - Cost of Living Crisis impact on Citizens and Communities</p> <p><b>Description:</b> Failure of the council and its one-city partners to mitigate against, and provide adequate services to, citizens experiencing increases in living costs including fuel and food leading to increased poverty, inequity and worsening health &amp; wellbeing as a result of the ongoing cost of living crisis.</p>	<p><b>Constant</b></p> 	<p style="text-align: center; font-size: 2em;"><b>28</b></p> <p>Likelihood = 4 Impact = 7</p>	 <p>Likelihood</p> <p>Impact</p>	<p style="text-align: center; font-size: 2em;"><b>9</b></p> <p>Likelihood = 3 Impact = 3</p>	 <p>Likelihood</p> <p>Impact</p>															
<p><b>Risk Causes:</b></p> <ul style="list-style-type: none"> <li>-Supply chains disruption</li> <li>-Global COVID-19 Pandemic</li> <li>-Brexit</li> <li>-War in Ukraine</li> <li>-Leading to rapid inflation</li> </ul> <p><b>Risk Consequences:</b></p> <ul style="list-style-type: none"> <li>-Destitution - homelessness</li> <li>-Inability for citizens to pay general services and</li> </ul>	<p style="text-align: center;"><b>Existing Controls</b></p> <table border="1"> <thead> <tr> <th>Control</th> </tr> </thead> <tbody> <tr> <td>1. Baseline / impact assessment to understand potential impact on Bristolians</td> </tr> <tr> <td>2. Creation of monitoring framework with 'red flag' indicators</td> </tr> <tr> <td>3. Development of civic &amp; community asset map</td> </tr> </tbody> </table>					Control	1. Baseline / impact assessment to understand potential impact on Bristolians	2. Creation of monitoring framework with 'red flag' indicators	3. Development of civic & community asset map	<p style="text-align: center;"><b>Mitigating Actions</b></p> <table border="1"> <thead> <tr> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Update baseline assessment following gov announcement 26 May 22</td> <td>July 2022</td> <td>100%</td> </tr> <tr> <td>Work with Quartet to ensure COVID recovery /health inequity funding is directed to response and building community resilience</td> <td>July 2022</td> <td>100%</td> </tr> <tr> <td>Communication plan</td> <td>July 2022</td> <td>100%</td> </tr> </tbody> </table>			Action Title	Due Date	Progress	Update baseline assessment following gov announcement 26 May 22	July 2022	100%	Work with Quartet to ensure COVID recovery /health inequity funding is directed to response and building community resilience	July 2022
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Appendix A – Corporate Risk Register as at September 2022

<p>utilities -Increased debt for citizens and the council -Health and well-being deterioration -Inequity deepening -Increased demand on services across the council leading to failure to meet this demand -Community cohesion deteriorates</p>	<p>4. Development of framework for targeted action  6. Established One Council Group to monitor impact and coordinate action (meeting appx every 3 weeks)  7. Established One City Coordination Group  8. Communication plan in place</p>	<p>Establish network of community hubs and 'city offer' by September</p>	<p>September 2022</p>	<p>70%</p>
<p><b>Risk Owner(s):</b> Executive Director People, Director Public Health</p>		<p>Cost of Living – assess impact on business</p>	<p>September 2022</p>	<p>0%</p>
<p><b>Portfolio Flag:</b> Public Health and Communities  <b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>	<p><b>Summary of Progress:</b> Good progress is being made to implement a network of community hubs and welcomes spaces which will have access to support from a range of organisations including advice including energy advice, money management, employment support and health. How this will work in practice will be finalised in September ready for 1st October. There is now a cost-of-living page on the BCC website with a link on the home page. As we head into winter it will focus on where you can get help and what you can do - we need to respond to the crisis but also foster a sense of hope.</p>	<p>Work with Quartet and other funders to deliver grant funding to implement autumn/winter response as agreed</p>	<p>September 2022</p>	<p>0%</p>

External and Civil Contingency Risk	Trend	Current Risk Assessment	Risk Tolerance Level		
<p><b>Risk Title:</b> BCCC1 - Flooding  <b>Description:</b> There could be a risk of damage to properties and infrastructure as well as risk to public safety from flooding which may be caused by a tidal surge, heavy rainfall and river flood events.</p>	<p><b>Constant</b></p>	<p><b>15</b> Likelihood = 3 Impact = 5</p>		<p><b>9</b> Likelihood = 3 Impact = 3</p>	
<p><b>Risk Causes:</b> -Tidal surge, heavy rainfall, and river flood events -Impact of climate change -Lack of effective flood defences and preparedness for major incidents -Failure of existing flood defences</p> <p><b>Risk Consequences:</b> -Death</p>	<p><b>Existing Controls</b></p>		<p><b>Mitigating Actions</b></p>		
	<p><b>Control</b></p> <ol style="list-style-type: none"> <li>Avon and Somerset Local Resilience Forum - The Avon and Somerset Local Resilience Forum (LRF) is a partnership of all the organisations needed to prepare for an emergency in the LRF area. It includes the emergency services, health services, Maritime and Coastal Agency, Environment Agency, volunteer agencies, utility companies, transport providers and the five councils of Bath and North East Somerset, Bristol, North Somerset, Somerset, and South Gloucestershire.</li> <li>Engagement with external partners to develop flood response plans and procedures - Working with emergency services, local authorities, and other agencies to develop flood response plans and procedures, investigating instances of flooding, training specialist staff in swift water</li> </ol>		<p><b>Action Title</b></p>	<p><b>Due Date</b></p>	<p><b>Progress</b></p>
			<p>Avonmouth Village Flood Scheme</p>	<p>June 2023</p>	<p>0%</p>
			<p>Deliver Bristol Avon Flood Strategy</p>	<p>June 2023</p>	<p>25%</p>
			<p>Deliver Local Flood Risk Management Actions</p>	<p>February 2023</p>	<p>25%</p>
			<p>Expression of Interest to participate in the DEFRA Innovation and Resilience programme</p>	<p>June 2021</p>	<p>100%</p>
			<p>Strategic Outline Case for Managing River Avon Flood Risk</p>	<p>June 2021</p>	<p>100%</p>

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<p>-Injury -Property damage</p>	<p>rescue techniques, communicating with housing and business developers to incorporate flood protection into new developments. It provides guidance to members of the public about flooding, including flood warnings and what people can do to help themselves.</p> <ol style="list-style-type: none"> <li>Local Flood Risk Management Strategy - Bristol has in place a local Flood Risk Management Strategy which comprises of 5 key themes and 43 separate actions in line with Environment Agency's national strategy. The Strategy has used outputs from a number of key studies (which identify the risk of flooding to the city) to structure our response to flood risk management, from emergency management to flood mitigation schemes</li> <li>Regular and Emergency Maintenance and Clearing of Gullies and Culverts – especially in advance of storm warnings</li> <li>Ongoing engagement with Civil Protection unit</li> </ol>	
<p><b>Risk Owner(s):</b> Executive Director Growth and Regeneration, Director Economy of Place.</p>		
<p><b>Portfolio Flag:</b> Strategic Planning, Resilience and Flood Strategy</p>	<p><b>Summary of Progress:</b> Risk reviewed recently with risk management team. No change to risk rating. River Avon project progressing but still some way to go. OBC development progressing. Funding secured for Frome Catchment Innovation Programme. LFRMS valid but requires updating, resource issues delaying update and also causing wider issues with scheme development. ASEA in construction.</p>	
<p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>		

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External and Civil Contingency Risk	Trend	Current Risk Assessment		Risk Tolerance Level							
<p><b>Risk Title:</b> BCCC4 – COVID-19 Population Health</p> <p><b>Description:</b> Covid 19 poses multiple risks to population health. Directly from infection; indirectly through social and economic impacts; and through pressures on the health and care system. On 21ST Feb 2022 the Gov announced Living with Covid Strategy which includes withdrawal of population testing and contact tracing. Isolation and other compliance is voluntary. New risks are:</p> <ul style="list-style-type: none"> <li>Reduced ability to see infection</li> <li>Negative impacts on business continuity and health from high levels of circulating infection</li> <li>Harms to high-risk individuals and risks within high consequence settings</li> <li>Emergence of harmful new variant</li> </ul>	<p><b>Improving</b></p>	<p style="text-align: center; font-size: 2em;"><b>9</b></p> <p>Likelihood = 3 Impact = 3</p>		<p style="text-align: center; font-size: 2em;"><b>14</b></p> <p>Likelihood = 2 Impact = 7</p>							
<p><b>Risk Causes:</b> Covid 19 poses multiple risks to population health. Directly from infection; indirectly through social and economic impacts; and through pressures on the health and</p>	<p style="text-align: center;"><b>Existing Controls</b></p> <table border="1"> <thead> <tr> <th>Control</th> </tr> </thead> <tbody> <tr> <td>1. Daily Situation Reports – weekly from April 2022</td> </tr> </tbody> </table>					Control	1. Daily Situation Reports – weekly from April 2022	<p style="text-align: center;"><b>Mitigating Actions</b></p> <table border="1"> <thead> <tr> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td colspan="3">There are 11 COVID Population Health Sub risks with multiple mitigating</td> </tr> </tbody> </table>	Action Title	Due Date	Progress
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<p>care system. Removal of Covid controls reduces ability to contain infection.</p>	<p>2. Investment in Infection Prevention and Control -</p> <p>3. Local Outbreak Management and Response Plan – weekly outbreak management group</p> <p>4. Ongoing Community Engagement and Mental Health Work</p>	<p>Actions</p>
<p><b>Risk Consequences:</b> Infection from Covid, proportion of severe illness, long Covid and deaths. Disruption to work, school, university. Emotional and mental health impacts, for all ages including loneliness. Food poverty.</p>	<p>5. Priority Programmes focussed on Mental Health, Well-Being and Food Poverty</p> <p>6. Protecting Health Function</p> <p>7. Weekly Death Management and Vaccine Reports</p>	
<p><b>Risk Owner(s):</b> Executive Directors &amp; Director of Public Health</p>		
<p><b>Portfolio Flag:</b> Mayor</p>	<p><b>Summary of Progress:</b> The likelihood of further Covid waves remains moderate, but due to the current strain and wide population vaccination risks to health are reduced considerably. Widespread infection does impact on business continuity, service provision and present a risk for clinically vulnerable groups. Public Health is focussed on protecting the most vulnerable and advising business and the public how to maintain proportionate safe working environments. The emergence of a new harmful variant and/ or vaccine failure could change the situation very quickly. Combined winter infections, including flu will also raise the risk. Public Health surveillance remains in place to monitor the situation.</p>	
<p><b>Strategic Theme:</b> Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>		

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		Threat Impact (Negative risks)					Opportunity Impact (Positive Risk)						
Threat Likelihood	Almost certain	4	4 (Low)	12 (Medium)	20 (High)	28 (Critical)	28 (Significant)	20 (High)	12 (Medium)	4 (Low)	4	Almost certain	Opportunity Likelihood
	Likely	3	3 (Low)	9 (Medium)	15 (High)	21 (High)	21 (High)	15 (High)	9 (Medium)	3 (Low)	3	Likely	
	Unlikely	2	2 (Low)	6 (Medium)	10 (Medium)	14 (High)	14 (High)	10 (Medium)	6 (Medium)	2 (Low)	2	Unlikely	
	Rare	1	1 (Low)	3 (Low)	5 (Medium)	7 (Medium)	7 (Medium)	5 (Medium)	3 (Low)	1 (Low)	1	Rare	
			1 Minor	3 Moderate	5 Major	7 Critical	7 Exceptional	5 Significant	3 Modest	1 Slight			

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Threat Level	Opportunity Level	Level of Risk	Actions Required
1-4	1-4	Low	May not need any further action / monitor at the Service level.
5-12	5-12	Medium	Action required, manage and monitor at the Directorate level.
14-21	14-21	High	Must be addressed - if Directorate level consider escalating to the Corporate Risk Report, if Corporate consider escalating to the Cabinet Lead.
28	28	Critical / Significant	Action required - escalate if a Directorate level risk, escalate to the Corporate Level, if Corporate bring to the attention of the Cabinet Lead to confirm action to be taken.

LIKELIHOOD AND IMPACT RISK RATING SCORING

Likelihood Guidance

Likelihood	Likelihood Ratings 1 to 4
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	1	2	3	4
<b>Description</b>	Might happen on rare occasions.	Will possibly happen, possibly on several occasions.	Will probably happen, possibly at regular intervals.	Likely to happen, possibly frequently.
<b>Numerical Likelihood</b>	Less than 10%	Less than 50%	50% or more	75% or more

**Severity of Impact Guidance (Risk to be assessed against all of the Categories, and the highest score used in the matrix).**

Impact Category	Impact Levels 1 to 7			
	1	3	5	7
Service provision	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Noticeable and significant effect (positive or negative) on service provision. Effect may require some additional resource, but manageable in a reasonable time frame.	Severe effect on service provision or a Corporate Strategic Plan priority area. Effect may require considerable /additional resource but will not require a major strategy change.	Extremely severe service disruption. Significant customer opposition. Legal action. Effect could not be managed within a reasonable time frame or by a short-term allocation of resources and may require major strategy changes. The Council risks 'special measures'. Officer / Member forced to resign.
Communities	Minimal impact on community.	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups / individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups / individuals which is not likely to last more than twelve months.	A lasting and noticeable impact on a significant number of vulnerable groups / individuals.
Environmental	No effect (positive or negative) on the natural and built environment.	Short term effect (positive or negative) on the natural and or built environment.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Lasting effect on the natural and or built environment.
<b>Financial Loss / Gain</b>	<b>Under £0.5m</b>	<b>Between £0.5m - £3m</b>	<b>Between £3m - £5m</b>	<b>More than £5m</b>
Fraud & Corruption Loss	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
Legal	No significant legal implications or action is anticipated.	Tribunal / BCC legal team involvement required (potential for claim).	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
Personal Safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability / absence from work.
Programme / Project Management <i>(Including developing commercial enterprises)</i>	Minor delays and/or budget overspend but can be brought back on schedule with this project stage. No threat to delivery of the project on time and to budget and no threat to identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones, and/or budget overspends. No threat to overall delivery of the project and the identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends. Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Significant issues threaten delivery of the entire project. Could lead to project being cancelled or put on hold.
Reputation	Minimal and transient loss of public or partner trust. Contained within the individual service.	Significant public or partner interest although limited potential for enhancement of, or damage to, reputation. Dissatisfaction reported through council complaints procedure but contained within the council. Local MP involvement. Some local media/social media interest.	Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Dissatisfaction regularly reported through council complaints procedure. Higher levels of local or national interest. Higher levels of local media / social media interest.	Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Intense local, national and potentially international media attention. Viral social media or online pick-up. Public enquiry or poor external assessor report.