

# Cabinet Agenda



**Date:** Tuesday, 7 November 2023

**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, Tom Renhard and Marley Bennett

Members of the public attending meetings or taking part in Public Forum are advised that all Cabinet meetings are filmed for live or subsequent broadcast via the council's [webcasting pages](#). The whole of the meeting is filmed (except where there are confidential or exempt items) and the footage will be available for two years. If you ask a question or make a representation, then you are likely to be filmed and will be deemed to have given your consent to this. If you do not wish to be filmed you need to make yourself known to the webcasting staff. However, the Openness of Local Government Bodies Regulations 2014 now means that persons attending meetings may take photographs, film and audio record the proceedings and report on the meeting (Oral commentary is not permitted during the meeting as it would be disruptive). Members of the public should therefore be aware that they may be filmed by others attending and that is not within the council's control.

**Issued by:** Amy Rodwell, 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, 30 October 2023



# 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 7<sup>th</sup> November Cabinet is **12 noon on Monday 6<sup>th</sup> November**. 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 7<sup>th</sup> November Cabinet is **5.00 pm on Wednesday 1<sup>st</sup> November**. 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. Coach House Community Asset Transfer**

Appendix A1 and Appendix I to follow

**(Pages 9 - 47)**

**9. Temple Quarter Delivery Strategy**

Appendix I and Appendix G to follow

**(Pages 48 - 88)**

**10. Framework contract for Temporary Accommodation**

**(Pages 89 - 110)**

**11. Single Homelessness Accommodation Programme (SHAP)  
Funding Bid (Expansion of Housing First)**

**(Pages 111 - 135)**

**12. Fire Safety Framework**

To follow

**13. WE Work for Everyone Phase 2**

**(Pages 136 - 177)**

**14. 16+ Commissioning and Sufficiency Strategy for Children in  
Care and Care Leavers**



**(Pages 178 - 198)**

**15. Fibre and CCTV Contract Amendment**

To follow

**16. Microsoft Azure Re-Procurement**

**(Pages 199 - 209)**

**17. Microsoft Dynamics Re-Procurement**

**(Pages 210 - 221)**

**18. Corporate Catering Review Project**

**(Pages 222 - 235)**

**19. Finance Exception Report (P6)**

**(Pages 236 - 262)**

**PART C - Non-Key Decisions**

**20. Q2 Corporate Risk Report**

To follow



# 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>

### Webcasting/ Recording of meetings

Members of the public attending meetings or taking part in Public forum are advised that all Full Council and Cabinet meetings and some other committee meetings are now filmed for live or subsequent broadcast via the council's [webcasting pages](#). The whole of the meeting is filmed (except where there are confidential or exempt items). If you ask a question or make a representation, then you are likely to be filmed and will be deemed to have given your consent to this. If you do not wish to be filmed you need to make yourself known to the webcasting staff. However, the Openness of Local Government Bodies Regulations 2014 now means that persons attending meetings may take photographs, film and audio record the proceedings and report on the meeting (Oral commentary is not permitted during the meeting as it would be disruptive). Members of the public should therefore be aware that they may be filmed by others attending and that is not within the council's control.

The privacy notice for Democratic Services can be viewed at [www.bristol.gov.uk/about-our-website/privacy-and-processing-notice-for-resource-services](http://www.bristol.gov.uk/about-our-website/privacy-and-processing-notice-for-resource-services)







# Decision Pathway – Report

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 07 November 2023

<b>TITLE</b>	<b>Coach House Community Asset Transfer</b>	
<b>Ward(s)</b>	Ashley	
<b>Author:</b> Alex Hearn and Peter Anderson	<b>Job title:</b> Director of Economy of Place and Director of Property, Assets and Infrastructure	
<b>Cabinet lead:</b> Cllr Craig Cheney, Deputy Mayor for City Economy Finance and Performance, and Cllr Ellie King, Cabinet Member for Public Health and Communities	<b>Executive Director lead:</b> John Smith, Interim Executive Director – Growth and Regeneration	
<b>Proposal origin:</b> City Partner		
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet		
<p><b>Purpose of Report:</b> To approve the grant of an Agreement for Lease for a 125 year term and related Service Agreement at a peppercorn rent to the Black South West Network (“BSWN”) charity for the management and operation of the Coach House buildings in St Paul’s. The fulfilment of the pre-conditions contained within the agreement for lease and the consequential grant of the long lease will enable BSWN to raise the capital funding required to refurbish (subject to planning consent) a new Centre for Black Enterprise and Culture serving the black and racially minoritised communities of Bristol and the wider region.</p>		
<p><b>Evidence Base:</b></p> <ol style="list-style-type: none"> <li>1. Since May 2021, BSWN, a charitable company promoting improved enterprise start-up and support services to the Black, Asian and racially minoritised communities of the city, has held a lease of the Coach House at 2 Upper York Street, St Paul’s, a building owned by the Council, which had previously been leased to BRAVE (Bristol &amp; Avon Enterprise Agency) Ltd since 1996 to provide managed workspace for local small businesses.</li> <li>2. The Council’s Community Asset Transfer (CAT) Group considered BSWN’s business case to redevelop and expand the Coach House as a Centre for Black Enterprise and Culture and at that time offered it a 35-year lease on the condition that it would further develop its plans and raise sufficient capital by May 2024 to substantially refurbish and modernise the building to ensure its long-term viable operation. At that point, it was intended that a long lease of 35 years at a peppercorn rental would be triggered and linked to a rolling Service Agreement for provision of enterprise workspace and support and cultural services to the Black and Asian communities of Bristol.</li> <li>3. Earlier this year and having the benefit of being better acquainted with the requirements of the building BSWN reported to the CAT Group on its latest designs and costings for the refurbishment and progress to raise capital. A case was evidenced in a new business plan and related submissions (see Appendix A1) that a 35 year lease term would not satisfy the requirements of the main public and private sector funders due to the increased delivery cost of the project. This has risen to £4.9 million (capital and revenue funding, inclusive of VAT) to completely refurbish the building in 3 stages over 3-4 years compared to the original estimate made in 2020 of circa £3.0 million. It is noted that BSWN is not yet registered for VAT but is currently taking advice on this in the context of</li> </ol>		

the refurbishment project. The capital cost would cover all works necessary to comply with fire safety regulations and the Council's energy and environmental standards as set out in its Climate Change Emergency Action Plan.

4. In July 2023, the CAT Group made a recommendation that BSWN should be offered a 125-year lease at a peppercorn rent in order to facilitate the capital fundraising and subsequent capital investment in the building. One of the principal considerations is the exceptional social and local economic value to the city that both the refurbishment project and the long-term provision of workspace facilities and support services to an under-represented group in the city's enterprise and cultural sectors would generate. This is explained in detail in Appendix A2. The estimated minimum benefit in monetary terms to the local economy from the start up and growth of Black and Asian-led enterprises supported by the Centre is circa £712,040 GVA (gross value added) per year prior to refurbishment, and £1,068,060 after refurbishment. This sum excludes the less tangible and harder to quantify social and cultural value to be derived from the project over the long term. The Council's CAT Policy permits a lease longer than 35 years to be granted by exception, if supported by a business case that demonstrates special circumstances or requirements from funders or lenders.
5. The option to dispose of the building on the open market was also considered in 2021 by Property and Economic Development Services but rejected for the time being in favour of a new lease with a business workspace and support services operator due to the need to maintain a supply of affordable workspace for micro businesses and social enterprises including start-ups. Also, in the case of the Coach House, the potential entrepreneurs, businesses and cultural projects being supported have close links to disadvantaged communities in St Paul's and Ashley ward and to under-represented groups in enterprise, who face considerable barriers to establish and grow businesses successfully. Another factor was the support of local communities in the wake of the Covid pandemic's impact on the local economy and black and racially minoritised communities, especially.
6. Expressions of interest in the Coach House lease were formally invited during 2020 from two organisations known to have community benefit aims aligned with the Council's policy to maintain the supply of affordable workspace and local business support in Ashley ward. BSWN submitted a robust business case which demonstrated that a new infrastructure and supportive environment was urgently required to integrate workspace, training and meeting facilities and space for cultural activities in a single centre and improve the quality of business, social enterprise and innovation support for Black and Asian entrepreneurs in Bristol. These still have to overcome significant racial discrimination and other barriers in order to succeed, as evidenced in the BAME Business Sector Research Study undertaken by BSWN in 2018 and other research since then. An alternative submission from another local social enterprise organisation was received, but the CAT Group considered that BSWN's vision for the building and plans to modernise and extend its floor space as well as outreach into black communities offered greater social, economic and environmental benefits for the city. Against this background, the CAT Group recommended in Nov 2020 the approval of a short lease to BSWN, leading to a long lease with renewable 5-year service agreements, subject to raising the required capital funding and planning consent for the refurbishment works.
7. The alternative options to the Community Asset Transfer to BSWN involving disposal of the building on the open market by the Council in either un-refurbished or refurbished state (to comply with minimum energy efficiency standards coming into force from 2025 and render commercially lettable) have been fully considered from a financial perspective and compared to the social value generated by BSWN from its current and future uses of the building (Appendix G Financial Advice). According to the latest independent valuation (Oct 2023), the Council might obtain a capital receipt of circa £500,000 - £1,000,000 from a disposal of the freehold to a buyer seeking a change of use to residential. On the other hand, the Council could choose to invest the circa £1.4 million required to ensure the building is compliant with the minimum energy efficiency standards (MEES) for commercial buildings effective from 2025 and at least £500,000 to bring it into a better state of repair, with a view to leasing the building for commercial office use. It is estimated this would generate net revenue of £625,000 over a 125 year period. However, the independent advice indicates that a building of this type and in this location will be unattractive to the market due to the very limited net rental revenue return, even after the above investment to update it. It is also considered that the financial return from the freehold disposal option will entail uncertainty or time delay due to the lack of vacant possession and will in any case be greatly outweighed by the social and economic value generated per year for the communities targeted for the Centre for Black Enterprise and Culture

and over the long term, as outlined in paragraph 4 above and Appendix A2.

8. The proposal, therefore, is that the Council should offer BSWN a new lease of 125 years to be preceded by an agreement for lease, the purpose of which is to secure the necessary initial investment requirements. The lease will secure the continued benefits of delivery via a reviewable service agreement. The following condition will form the basis of the agreement for lease:
  - i. that BSWN will have secured and expended the necessary capital to complete an agreed and clearly documented schedule of works to include the mandated fire safety measures and other priority repairs to the building, as set out in Appendix A3;

**Cabinet Member / Officer Recommendations:**

1. Authorises the Executive Director of Growth and Regeneration, in consultation with the Cabinet Members for Finance, Governance and Procurement and Communities and the Section 151 Officer, to negotiate and agree heads of terms for an agreement for lease and the subsequent grant of a 125 year lease of the Coach House to BSWN and linked Service Agreement taking into account the pre-condition set out in this report (at paragraph 8 above).
2. Authorises the Executive Director of Growth and Regeneration, in consultation with the Cabinet Members for Finance, Governance and Procurement and Communities and the Section 151 Officer, to invoke any extensions or variations of the terms which may be required to facilitate the above recommendation.

**Corporate Strategy alignment:**

1. The main objectives of the Centre for Black Enterprise and Culture will be to promote the formation and growth of sustainable enterprises and innovative cultural / creative activities by Black, Asian and racially minoritised residents and businesses, who are an under-represented group in enterprise, and with the majority based in disadvantaged areas of the city. This will contribute to greater local economic, cultural and social well-being, and aligns with key principles and themes of the Corporate Strategy - Equality and Inclusion, Economy and Skills, Environmental Sustainability and an Effective Development Organisation, empowering individuals, communities and partners to flourish and lead.
2. The Community Asset Transfer also demonstrates how the Council is delivering on its core principles, especially inclusive growth and improved city resilience, as well as our Values and Behaviours e.g. collaborative working and taking ownership to address the needs of its communities and inequalities of opportunity and outcome.

**City Benefits:**

1. The Centre for Black Enterprise and Culture project, with its location adjacent to a disadvantaged community of inner east – central area of the city, has a strong synergy with the Bristol One City Economic Recovery and Renewal Strategy published in November 2020, whose core aims include i) enhancing the economic and social wellbeing of every community, ii) supporting businesses to recover from the crisis and ii) targeting place based intervention on areas with communities experiencing long term deprivation – with the cross-cutting themes of inclusion and sustainability.
2. The Coach House refurbishment will provide co-working space for up to 150 private and social entrepreneurs and company employees, and events / meeting / training spaces for up to 100 people, plus a café and training kitchen, and hosting enterprise and innovation support programmes, over 12,000 sq. ft in place of the existing 6,000 sq. ft. It will thus have capacity to accommodate and support enterprises, cultural groups, events and activities led by Black and racially minoritised people at a larger scale than any existing or previous project in the city. The BSWN business plan has adopted a detailed set of direct and indirect economic, cultural and social impact indicators, and forecasts an overall local economic impact from its development and support services of at least £712,040 per year.
3. In addition to the above benefits to the local economy, there will be social, economic and environmental benefits mainly targeted on the local Black and racially minoritised communities delivered as part of the £4.9 million refurbishment programme by a package of measures identified using the Council’s TOMS Social Value tool-kit.

**Consultation Details:**

1. Consultations regarding the support needs and design concept for this Enterprise and Cultural Centre have been widely conducted with trading enterprises, groups and residents and institutional stakeholders across the city and region since the main market research into the Bristol Black and Asian business sector was undertaken in 2018. The publication of the study report in Dec 2018 coincided with the launch of a new BAME Enterprise and Innovation Network, and a feasibility study to develop the Centre concept and investigate site options, which were jointly supported and funded by the Council, the University of Bristol and Arup.
2. In 2021, the WECA Business & Skills Directorate approved a £96,000 development grant to support further design work, business planning and investigation of capital funding for the Centre, and a Steering Group of strategic stakeholders, including the Council, WECA and University of Bristol, was set up to guide this process.
3. Consultation of strategic local and regional stakeholders has continued during 2022-23 through the Coach House Steering Group, with information being provided via BSWN on the building operational issues and enterprise support outcomes and cultural projects proposed or piloted to the Council's Property, Economic Development and Cultural Services, WECA and the Heritage Lottery Fund.

**Background Documents:**

- BCC Community Asset Transfer Policy  
[Community asset transfer \(bristol.gov.uk\)](http://bristol.gov.uk)

- BCC Social Value Policy

[Selling to the council: procurement rules and regulations \(bristol.gov.uk\)](http://bristol.gov.uk) – see Social Value / Social Value Policy 2021

- Black South West Network - Research Reports

– Impact of Covid 19 on Black Businesses Organisations and Communities (2020)

[Covid19 Report.pdf \(squarespace.com\)](http://squarespace.com)

- 'We want to change, and they have the power' - Findings of Bristol BAME sector review Final Report for Power to Change (2018)

[2018-09+Power+to+Change+-+Full+Report.pdf \(squarespace.com\)](http://squarespace.com)

<b>Revenue Cost</b>	£625,000 (foregone)	<b>Source of Revenue Funding</b>	Open market bidder / lessee
<b>Capital Cost</b>	£500,000 - £1,000,000 (foregone)	<b>Source of Capital Funding</b>	Open market bidder / lessee
<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:**

The report seeks Council approval to enter into a lease agreement with Black South West Network ("BSWN") for the management and operation of Coach House for a period of 125 years. This would be at a peppercorn rent to BSWN.

In return BSWN are to carry out an agreed schedule of works which also includes the mandated fire safety measures and other priority repairs to the building. BSWN would be required to raise the capital needed to carry out these works the value of which has been assessed at £0.715m.

If agreed the council would forego both the capital value of between £0.5m and £1m as well as potential revenue income of £0.625m over the term of 125 year of the proposed lease. The report points to the considerable social and economic value that would accrue to the city as an alternative to the loss of revenue and capital.

**Finance Business Partner:** Ben Hegarty, Finance Business Partner – Growth & Regeneration, 18 October 2023

**Legal Advice:**

The Council is under a duty by virtue of S123 of the Local Government Act 1972 to achieve best value for its assets and any disposal should be at the best price reasonably obtainable. The duty to seek best consideration is subject to certain exceptions, most notably section 2 of the Local Government Act 2000 providing the Council with well-being powers to accept a disposal at undervalue within the £2 million threshold, where the authority considers the disposal will help it to secure the promotion or improvement of the economic, social or environmental well-being of its citizens. If the above test can be satisfied the General Disposal Consent (England) 2003 can be relied upon without the need to seek consent from the Secretary of State.

Whenever the council enters into contracts for goods, works or services above certain thresholds, it must comply with the Public Contracts Regulations 2015 and its own procurement rules. It will be critical therefore to ensure that the agreement for lease does not meet the definition for a contract for works under these procurement regulations, otherwise it will need to be procured in compliance with these regulations. This will turn primarily on the nature and extent of any obligations imposed on the tenant in connection with works at the property, and the value of these, bearing in mind the financial threshold in the regulations. If the agreement for lease does not meet this definition it will, as a commercial lease, be treated as a land transaction which falls outside the regulations. Care will need to be taken in drafting the Agreement to ensure this is the case. The service agreement, to be linked to the lease, will also need to fall outside the regulations or otherwise fit under an exemption.

Whenever the council grants an interest in land for less than market value, this raises the risk of the arrangement comprising a public subsidy under the Subsidy Control Act (and BEIS Guidance) - in respect of the potential value foregone. We have reviewed the information currently available to us (including a subsidy assessment that has been undertaken) and based on that information we are comfortable that there is a compliant route through the public subsidy regime. This will need to be kept under review as the project develops.

**Legal Team Leader:** Eric Andrews, Team Manager – Commercial & Governance 12 October 2023

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

**IT Team Leader:** Alex Simpson – Lead Enterprise Architect 5 September 2023

**HR Advice:** There are no HR implications evident in the proposals.

**HR Partner:** Chris Hather – HR Consultancy Manager – Growth and Regeneration 6 September 2023

<b>EDM Sign-off</b>	John Smith, Interim Executive Director Growth and Regeneration	23 August 2023
<b>Cabinet Member sign-off</b>	Cllr Craig Cheney, Deputy Mayor for City Economy Finance and Performance, and Cllr Ellie King, Cabinet Member for Public Health and Communities	11 and 13 September 2023
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	9 October 2023

<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>	<b>YES</b>
<b>Appendix G – Financial Advice</b>	<b>YES</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>YES</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>

## **COACH HOUSE CAT CABINET REPORT – NOV 2023**

### **APPENDIX A2**

#### **Social Value of the Redevelopment of the Coach House as the Centre for Black Enterprise and Culture**

#### **Submission by BSWN to BCC CAT Group and Evaluation by BCC Economic Development for Bristol City Council CAT Group – July 2023**

##### **A) Submission by BSWN**

###### **The Coach House Refurbishment – Social Value Calculations**

###### **Social Value Measures.**

BSWN have undertaken three different social value calculations in relation to the Centre for Black Enterprise and Culture. These are a TOMS calculation that is benchmarked against the work we have delivered over the last 2 financial years (the 2022-23 year is provided for illustration), a Productivity Gross Value Added (GVA) calculation, and a Jobs Created GVA calculation.

###### **TOMS Calculation**

In the 2022-23 year, across our Business Support, Enterprise Development, VCSE Sector Development, Cultural Inclusion, and Research programmes, BSWN supported 374 different Black and Racially Minoritized organisations and engaged 900 people. This figure of 374 organisations is comprised of 165 enterprises, 71 social enterprises/CICs, and 136 charities/CIOs. During the year, BSWN collaborated and established partnership work with 30 different organisations ranging from Bristol Old Vic and the University of the West of England through the Society of Merchant Venturers, BBRC and VOSCUR to Lloyds, Allianz Insurance, and Price Waterhouse Coopers.

In delivering our programmes, we have provided 1334 hours of expert business advice, supported 68 new Black and Racially Minoritized businesses to become incorporated, created 79 new jobs, provided 75 weeks of work experience placements to Black and Racially Minoritized people, and delivered 294 hours of staff well-being support programmes. We have also spent £180,000 in the local supply chain 93% of which has been spent with local MSMEs and the VCSE sector.

BSWN have undertaken a TOMS Calculation of our work using Bristol City Council's Social Value Toolkit. This calculation indicates that on the basis of our existing track record, the Centre for Black Enterprise and Culture will generate a social value of £2,719,523 per annum, or approx. £27 million of social value over 10 years.

###### **Productivity GVA**

Since the end of the Second World War, productivity in the UK has fallen from 3.6% to 0.2%. For some time, it has been accepted that this is partly due to the UK's 'long tail' of low productivity firms. Within the UK's long tail, 90% of the firms in the bottom 10% of the labour productivity distribution are micro-firms employing less than 10 people (BEIS, 2019). The shape of the GVA distribution of these less productive firms shows a concentration of firms within the £5,000 to £20,000 output per worker range (ONS, 2017)

Research into the causes of low productivity shows that ‘within firm’ issues, especially leadership and management deficiencies, the innovation problem, workforce skills issues, and access to investment are significant causal considerations. Importantly and relatedly, SMEs often have low investment in skills and training, face difficulties in accessing finance for growth and innovation, and have lower levels of export trade (NIESR, 2022).

The refurbishment of the Coach House into the Centre for Black Enterprise and Culture will work to address productivity problems for Black and Racially Minoritized led micro-SMEs in the following ways –

- The development of leadership and management skills through coaching, mentoring, and in-house training.
- The provision of specific productivity training sessions including its strategic and operational importance, how to measure and monitor, and planning for increasing GVA output.
- The provision of ‘open innovation’ opportunities through networking activities, collaboration events, and Idea Lab sessions at the Centre and online through a digital Collaboration Space. Uniquely, the Centre will bring together entrepreneurs, social entrepreneurs, and cultural producers in the same space with a view to collaborating on the cross-pollination of concepts, ideas, and solutions.
- Leveraging our partnerships with the University of Bristol, the University of the West of England, and Bath Spa University to develop access points to a skilled workforce of STEM graduates.
- Developing and leveraging relationships with key partners in the investment sector to create accessible pathways to investment for Black and Racially Minoritized organisations.

Whilst a baseline of productivity for Black and Racially Minoritized micro-SMEs does not currently exist, in calculating productivity GVA, BSWN has used the median position of the broader micro-SME sectors productivity range of £5,000 to £20,000 i.e., £12,500 per annum.

Within the organisations BSWN will work with per year through the Centre for Black Enterprise and Culture, approximately 150 business will receive support specifically to increase their productivity. Working from the rationale that those at the low end of the productivity range have the greatest scope for increases, increasing their productivity by 0.5% annually will produce £21.1 million GVA over 10 years.

A further Productivity GVA calculation for new businesses incorporated, based on the same median position of £12,500 indicates that, using the new business incorporated in 2022-23 as a benchmark, the Centre for Black Enterprise and Culture will generate an additional £850,000 of new productivity each year.

### **Jobs Created GVA**

BSWN have used a Jobs Created GVA calculation model developed for BSWN by ARUP in 2019. This model uses the Bristol City Council workplace GVA per head 2017 (£31,812) and Deadweight loss (0.2), Leakage (0.135), Displacement (0.195), and Multiplier (1.5) Additionality Assumptions drawn from the HCA Additionality Guides 2014 – 2017 to calculate the Jobs Created GVA of the Centre for Black Enterprise and Culture.

Working on the same 150 businesses in the previous model, this model projects a Direct GVA impact of £470,229 and an Indirect GVA impact of £235,115 per annum. In addition, ARUP have calculated the wider economic impacts of the Centre as £1,050,000 per annum based on 15% of the wider



economic impact of the Engine Shed, as calculated by the Zeta Economics Engine Shed Economic Assessment.

These calculations indicate a Jobs Created GVA of £705,344 per annum or £7,053,440 over 10 years. Plus an additional £1,050,000 per annum or £10,500,000 wider economic impacts over 10 years. This gives a comparison figure of £17,553,440 social impact over 10 years.

In all these social value scenarios, BSWN is providing significant social value to the city, which needs to be reflected in the sale price of the Freehold and/or the duration of a long lease.

## **Conclusion**

BSWN have undertaken robust business planning and financial modelling on the Coach House in relation to its current operations, the phased refurbishment process, and the operations of the post-refurbishment Centre for Black Enterprise and Culture. This work demonstrates the ongoing financial viability of the building under BSWN's management, the significant upgrading and expansion of the building from its condition when BSWN took occupancy, the impact of the service provision against Bristol City Council's objectives, and the significant social value that BSWN provides and will continue to provide for Bristol and its communities through the building.

## **B) Evaluation by BCC Economic Development**

### **1. Social Value – as measured by Bristol City Council TOMS Tool-kit ('menu' of local economic, social and environmental measures)**

**Discussion Points with Matt King** (Procurement Governance Manager and Social Value Lead):

- while SV should be a consideration taken into account, BCC has no formally adopted framework for assessing SV as part of CAT decisions.
- the TOMS measures were designed around procurement of suppliers and the relative value of bidders' offers in relation to the 20% weighting given to SV within the scoring of tenders
- bidders should calculate the value of TOMS measures in relation to the duration of the contract for goods or services, typically 1-5 years. It is not intended to be applied to leases or freehold transactions, which would come with long term service agreements or covenants.
- But TOMS would be a useful, established policy mechanism by which BSWN can specify and quantify the added social value the refurbishment of the Coach House as the Centre for Black Enterprise & Culture will enable or provide, but it cannot be applied as a direct £ for £ proxy value – ie. £1 market value discounted for each £1 SV offered over an open timescale.
- In concluding the existing AfL (35 years) BCC has already taken into account SV with reference to TOMS detailed by BSWN in its 2020 Business Plan. If a 125 year lease is offered, the peppercorn rental will be extended to the new lease term, and a further estimation of the social and/or economic value generated in monetary equivalent terms should be made.
- Matt King commented – 're the TOMs measures: the way I tend to explain it is that they should be viewed as a framework to quantify and compare the relative benefits of different sorts of Social Value.... so it's a means of comparing the relative importance of different parts of a social value offer... e.g. how much better or worse is an offer of 1 week of local employment in comparison with 8 weeks of volunteering time...In some ways thinking about the units as "Social Value Points" rather than a proxy financial value in £ would be less misleading'.  
*ie. it's not intended to be a framework for a exact monetisation of social value, but for comparison of offers.*

## Conclusions

- BCC requested from BSWN the workings for the TOMS social value calculation, and asked for this to be revised using the 2021 TOMS tool-kit in use with suppliers by BCC Procurement.
- **However, the TOMS sum is not a direct monetary equivalent and should not be translated into a £ value for comparison with the open market value of the freehold or long lease.**
- The CAT Group agreed that, while the TOMS method does reflect and quantify the **additional social value generated from the capital refurbishment project** (eg. use of local supply chains, training and recruitment of local residents, environmental / well-being measures etc), it is not a sufficient measure on its own, and it is **important to consider the local economic value generated from the long term use of the building as a Centre for Black Enterprise & Culture** - ie. provision of services and economic benefits for a major disadvantaged and under-represented group in the city's enterprise and cultural life.
- If the CAT Group favours a long leasehold, then it is assumed the SV contribution will be reflected in the current peppercorn rent terms rolling forward over the extended period.

## Update – 14/7/23 – after submission by BSWN to BCC of TOMS calculation on 2021 template

- **The total value of TOMS measures submitted related to the Coach House refurbishment project sums to £3,304,000.**
- **However, this is a proxy value and should not be applied to discount the lease valuation**

## 2. Social Value – expressed in terms of Local Economic Output / Growth

- In addition to the TOMS calculation, estimates were made for the social value based on the growth contribution to the local economy of businesses and social enterprises accommodated in workspace and/or supported by programmes at the Coach House – in the form of annual increases in the net GVA (Gross Value Added) of approx. 150 businesses per year – using either productivity (output/turnover) and/or job creation as the key measure.
- while use of productivity and/or job creation measures to forecast increased GVA is a valid approach by BSWN, and the assumptions not unreasonable (e.g. median value of micro SME productivity per year etc), there are a range of considerations, if these are to be offset against the freehold market value that the Council might otherwise obtain:
  - the impact of these annual GVA increases enhancing the prosperity and job creation within a large cohort of Black-led businesses (a relatively under-represented group in the city's enterprise owners) over a long term period, and economic benefit to the black and other residents who work in those businesses and local communities served by them.
  - 150 businesses per year is a forecast reflecting BSWN's mission to build a wider regional role and impact, and so it will include a proportion of businesses led by non City of Bristol residents and/or are not actually based within the City of Bristol. However, currently, the interim lease agreement only requires that the majority of Coach House clients supported should be City of Bristol residents.
  - as BSWN's commentary acknowledges, calculations of added value (GVA) need to be net of deadweight (ie. would it have been created anyway over time without this project?), displacement of other similar activities and leakage of impacts outside of the local economy. Capital funders of the project assessing the economic impact will require this, and so should BCC.

- the University of Bristol's Engine Shed impact study (referred to as a benchmark for the Coach House as it is a business incubation centre) is now rather dated and arguably not so relevant, as the Coach House is not going to focus support on start ups to the exclusion of established trading businesses – but more probably will take a 50/50 focus.

## Conclusions

- there are some methodological questions arising from BSWN's estimates of the longer term GVA generated from i) the enterprise productivity or ii) job creation at the new Centre for Black Enterprise and Culture. But the approach taken is a valid one and follows standard HCA and other models for assessment of economic impacts.
- undoubtedly a substantial amount of social value will be generated in relation to the economic growth of Black businesses/social enterprises currently under-represented or under-developed in the Bristol economy. This should be recognised and offset against any open market valuation of the freehold or long lease value.

## Updated Sept 2023 - following submission of further information by BSWN

- **the variables and methods used for GVA calculation have been revised to reflect City of Bristol based enterprises only. BSWN estimates from analysis of clients on their current programmes that, before refurbishment, as a result of enterprise support provided at the Coach House, 133 enterprises with a City of Bristol postcode will, on average, raise their productivity by 0.5% per annum, generating a total 'productivity' GVA increase of £1.650 million per annum.**
- **alternatively, and *taking a more cautious approach using the job-creation based method*, BSWN estimates that, on average, at least 15 direct jobs (after factoring in deadweight, leakage and displacement) are being created per annum across all the enterprises supported before any refurbishment takes place. If 7.5 indirect jobs in the local economy (via suppliers and employee spend locally etc) are also added (using a multiplier of 1.5), and the most current (2020) City of Bristol workplace GVA per employee (£35,602) applied, a 'job creation' GVA of £801,045 per annum is generated (workings: 22.5 jobs x £35,602 GVA per job). When this is adjusted for the proportionate jobs created in City of Bristol only (20 jobs), the total reduces to £712,040 GVA per annum (minimum - based on current levels of support before refurbishment).**
- **after the refurbishment and creation of 12,000 sq ft floorspace, which will double the present enterprise support capacity and include facilities for cultural activities, the GVA per annum generated is set to rise significantly. Using the job-creation based approach, and assuming at least an additional 10 jobs will be created per annum in City of Bristol enterprises, it can be estimated to rise to £1,068,060 GVA per annum (workings: 30 jobs x £35,602 GVA per job).**
- **whichever method of GVA calculation is used (productivity or job creation based), it can be concluded that the cumulative GVA generated for and recycled in the local economy over the long lease period by new and growing enterprises supported at Coach House, is potentially very substantial indeed.**

Robin McDowell  
 Enterprise & Business Support Manager  
 Economic Development  
 September 2023

**COACH HOUSE COMMUNITY ASSET TRANSFER**  
**CABINET REPORT – NOV 2023**

**APPENDIX A3**

**WORKS TO BE CARRIED OUT IN STAGE 1 OF THE REFURBISHMENT**

**(Submitted to BCC by Black South West Network in January 2023)**

Note: the Phasing diagrams referred below are provided in the Outline Business Case for WECA document at Appendix A1.

## Detail of Works to be Carried Out in Phase 1 of the Refurbishment

Below is a list of the works to be carried out during Phase 1. Please, refer to the phasing diagrams in the accompanying image deck for reference – the blue area on each floor.

**NB:** Phase 1 works will also include all the works to address the issues highlighted by the 2020 Condition Report and the issues raised in the Fire Risk Assessment across the whole building. The specifics of these works are also listed below.

- General strip out works to existing building.
- Demolish existing stairs to accommodate new entrance and layout
- Trench foundations
- Repairs to ground floor lobby area
- Structural reinforcements to frame
- New core walls
- Extension to building footprint - additional 2nd Floor lift shaft
- repairs to existing roof
- Replace missing shingle tiles and make good
- Pitched roof - Localised repairs, replace and repoint tiles
- Duo pitched roof - Clear roof drainage outlets
- Parapet - Allowances for remedial repairs
- Timber fascia boards - Replace sections and redecorate
- Skylights in pitched roof
- New roof to Level 2 lift shaft
- Feature staircase
- Repairs to external timber panelling area to the front elevation
- Pennant Store - Repairs to damaged brickwork
- Repairs to External Areas - Entrance Gate - Refurbish gate
- Full height glazed façade to reception area
- New External Doors - Door and a half - Solid with a vision panel
- New internal walls; fire rated
- New WC cubicles
- Internal single doors
- Internal double doors
- Wall finishes generally
- Replacing missing nosing and make good floor finish to circulation areas - fire escape to Coach House
- Floor finishes generally
- RAF to meeting rooms
- Replacement of missing and damaged ceiling tiles to Coach House
- Ceiling finishes generally
- Plasterboard ceilings to WCs
- Internal signage
- Services management room / cleaner's cupboards
- Reception joinery
- WC fixtures and fittings
- Washbasins; incl. taps, traps & waste
- WC pan and lids, flushplates, cistern frames, cisterns, toilets and roll holders
- Accessible WC Pack

- Hand dryers
- Disposal installations
- Drainage system and connection to new toilets
- Rainwater Goods - Make Good and clean / Replace sections of guttering
- VRF heating and cooling serving the open plan office, meeting rooms
- Heating to circulation areas
- New MVHR units for the central open plan offices and meeting rooms
- New Distribution Board and associated works
- New Small Power to all rooms
- Electrical containment
- LED lighting to phase 1 area
- Extra over for reception feature light
- New lift - 3 stops
- New fire warning system

**Building Conditions Report | Works included within Phase 1:**

For further information /clarification refer to: *Updated Building Condition Report, The Coach House, for Bristol City Council prepared by Rider Levett Bucknall dated 30 June 2022.*

**1.0 Structure**

1.3 Floor to ground floor rear lobby area

Condition: stained area with potential for on-going damp penetration.

Recommended Works: Allow for further investigation required with provisional allowance for repairs.

**2.0 Roofs**

Generally, allow for further inspections to confirm remedial repairs required to all roof areas.

2.1 Duo pitched roofs

Condition: missing shingle tiles to gable end.

Recommended Works: replace missing shingle tiles and make good.

2.2 Flat roof (north of site)

Condition: damp ingress internally.

Recommended Works: undertake roof inspection with provisional allowance for repairs.

2.4 Pitched roofs with profiled concrete/clay tiles

Condition: general maintenance work required.

Recommended Works:

- undertake localised repairs to lead abutment flashing.
- Replace cracked and dislodged roof tiles to match existing.
- Re- bed/repoint affected ridge tiles.

2.5 Duo pitched roofs

Condition: possible blockage to internal rainwater outlet serving central valley and parapets.

Recommended Works: undertake roof inspection and clear roof drainage outlets.

2.6 Parapet and projections to all areas

Condition: damp ingress internally.

Recommended Works:

- Carry out further investigations with provisional allowance for potential remedial repairs.
- Remove defective mortar and repoint where necessary.
- Undertake inspection of all hidden gutters and clear/clean.

#### 2.7 Rainwater goods to all areas

Condition: blockage / damaged

Recommended Works:

- Carry out inspections and maintenance to all rainwater goods and clear/clean.
- Replace approx 40 lm damaged sections of guttering and downpipes to the courtyard area.

#### 2.8 Timber fascia boards to the courtyard area

Condition: timber decay

Recommended Works: Replace sections of timber fascia boards suffering from timber decay, prepare and decorate all. Approx 40lm.

### **3.0 External Elevations**

External timber panelling area to the front elevation

Condition: graffiti and weathering.

Recommended Works: Joinery repairs, prepare and paint.

#### 3.4 Pennant stone and brickwork to the facing elevations

Condition: stonework missing or dislodged, poor condition to mortar joints.

Recommended Works:

- Repair areas of damaged stonework to include re-pointing where necessary and replacement stonework to match existing with as much historic fabric retained as possible.
- Removal of excessive foliage from the rear-facing wall.

#### 3.6 External Areas

Recommended Works:

- Remove main entrance gate to site and make good.
- Remove external timber staircase.

### **4.0 Ground Level**

#### 4.1 Suspended ceiling to Coach House.

Recommended Works: Replace missing and damaged tiles.

#### 4.7 Circulation Space / Fire Escape to Coach House.

Recommended Works: Replace missing nosing and slip resistant finish.

#### 4.8 Circulation Space / Fire Escape to 3 Storey Building.

Recommended Works: Replace missing nosing.

#### 4.11 Accessible WC facilities: missing.

Recommended Works: New DDA toilet provided within Phase 1 works.

#### 4.13 Fire Doors in general all areas.

Recommended Works: Recommend making repairs to any fire doors with missing or damaged fire door elements and carrying out a fire risk assessment to ensure the building is fully compliant.

## **5.0 First Floor Level**

5.1 Suspended ceiling to Coach House.

Recommended Works: Replace missing and damaged tiles.

**Fire Risk Assessment Action Plan** | Works to be included within Phase 1:

For further information /clarification refer to: *Black South West Network BS2 8QN 30850029B 12 07 21 ED*

### **Section C2, e, i & j:**

(i,iii): All walls, partitions doors and glazing within internal common corridors and entrance foyer to be protected with 30min fire resistant construction. All doors opening onto the corridor and foyer to be FD30 self-closing smoke stopping fire resisting doors.

(ii): 1F kitchenette door to be replaced with a FD30 self-closing smoke stopping fire resisting door.

(iv): Doors opening onto protected staircases to be replaced with FD30 self-closing smoke stopping fire resisting doors.

(v): Door separating foyer from corridor to be replaced with a FD30 self-closing smoke stopping fire resisting door.

An assessment to identify breaches in compartmentation is to be undertaken, with breaches replied and fire stopped to prevent any fire spreading into common areas.

New internal FD30 self-closing smoke stopping fire resisting doors for Option 1:

21no. Single doors at 1010mm s/o - 21no. Brought in Phase 1 to replace existing\*

17no. Door & Half doors at 1500mm s/o

5no. Double doors at 1800mm s/o - 5no. Brought in Phase 1 to replace existing\*

\*Phase 1 costs to include allowance for existing openings to be enlarged to suit new door sizes as above.

### **Section C3, d:**

Walls, doors and glazing (not wc windows) within 1.8m horizontally and 9m vertically below the external staircase and balcony to be constructed to FR30. Windows to be fixed shut and door self closing.

- 1no external double door (to shop) installed to FR30 - Brought in Phase 1 to replace existing\*

### **Section D, g:**

Emergency escape lighting extended / installed in accordance with BS 5266: Part 1.

### **Section F, d:**

(i): Automatic fire warning system to category L1 in accordance with BS 5839 to be installed throughout building.



Threat Risks											Updates automatically		Updates automatically	
Risk Title	Risk Description	Key Causes	Key Consequences	Status Open / Closed	Risk Category	Key Mitigations	Current Risk Level				Monetary Impact of Risk £k	Council Risk Appetite for the risk type identified	Does the risk exceed the council's risk appetite?	Financial Risk Exposure
							Likelihood	Impact	Risk Rating	Risk Level				
New Agreement for Lease not concluded with BSWN	Expenditure on priority repairs and improved fire safety of the building is not made or only partly made, and/or the existing Agreement for Lease expires without sufficient capital investment secured to carry out repairs and refurbishment of the building.	Negotiations on the terms and conditions of a new longer lease term are not concluded, impacting on fund raising for repairs and phased refurbishments. Cost increases of works due to inflation is likely to be an additional constraint on investment in the building in the short to medium term.	Plans to substantially refurbish the coach house are not taken forward or the tenant surrenders the lease and building in the current state of repair back to BCC, creating a significant financial liability. BCC is required to identify financial options to undertake the necessary urgent repairs short term to re-let the building. The cost of repairs and fire safety improvements is estimated in the region of £0.5 to £0.7 million.	Open	Financial Loss/Gain	BCC Property and Economic Development officers will make every effort to negotiate around the conditions and reach an agreement with BSWN, whilst safeguarding the Council's interests, escalating issues to Directors or Cabinet members as needed. BCC Officers will endeavour to monitor and make best use of the terms and conditions of the existing short lease and linked service agreement to ensure that essential repairs and improvements are carried out as far as its resources permit.	3	3	9	Medium	£600,000	Cautious	Yes	£375,000.00
New Agreement for Lease concluded but the main condition not met or planning consent refused or delayed	BCC concludes a new Agreement for Lease but BSWN is unable to meet the condition set. The condition not met will be a shortfall of funding required for fire safety and other priority repairs, and/or failure to carry them out. Additionally, planning consent for the refurbishment is refused or delayed.	BSWN is unable to secure the required level of funding to carry out fire safety and other essential repairs due to inflation or difficulty to secure the lending required for the Stage 1 works. Or planning consent is refused or delayed due to technical reasons, eg compliance with the LPA's energy and environmental policies.	Plans to substantially refurbish the coach house are not taken forward or the tenant surrenders the lease and building in the current state of repair back to BCC, creating a significant financial liability. BCC is required to identify financial options to undertake the necessary urgent repairs short term to re-let the building. The cost of repairs and fire safety improvements is estimated in the region of £0.5 to £0.7 million.	Open	Financial Loss/Gain	BCC Property and Economic Development officers will make every effort to be flexible and facilitative around the conditions set for BSWN which will be linked to the phasing of agreed works. Whilst safeguarding the Council's interests, escalating issues to Directors or Cabinet members as needed. BCC Officers will endeavour to monitor and make best use of the terms and conditions of the new Agreement for lease and linked service agreement to ensure that BSWN commits to carrying out essential repairs and improvements as far as resources permit. BCC will also advise and support BSWN as a valued partner to raise external funding to deliver each stage of the refurbishment scheme. If planning consent is refused or delayed and/or energy or environmental standards present challenges, BCC Sustainability and Climate Change and other relevant Services will be asked to advise and support BSWN to revise the scheme, and, if appropriate, broker additional funding eg. for climate / net zero carbon measures. In the worst case scenario where BSWN cannot proceed with the refurbishment or continue to operate in the building and surrenders the short lease, BCC Property will seek to market the building (unrefurbished) and realise the freehold/long leasehold asset value.	2	3	6	Medium	£600,000	Cautious	Yes	£180,000.00
Agreement to this CAT will precipitate similar requests from other VCSE organisations	Agreement of this CAT and associated terms (125 years, nil rent, nil premium), will precipitate similar requests from other VCSEs in the city if their building uses and or services offer equivalent social or economic value to the communities they serve.	The Cabinet decision required for this CAT may set a precedent, potentially generating interest and requests for similarly favourable terms / longer leases on the part of other VCSEs seeking to raise capital to refurbish their buildings or comply with new energy regulations.	Requests from VCSEs to the CAT Group for longer leases - between 35 to 125 years on peppercorn terms could, if approved, lead to a cumulative loss of rental income / revenue creating increased financial pressures on BCC's operational property portfolio.	Open	Financial Loss/Gain	The CAT policy sets out that leases above 35 years will only be considered by exception if supported by a business case that demonstrates special circumstances or requirements from funders or lenders. The Coach House project to establish a Centre for Black Enterprise and Culture, the business case made by BSWN in terms of their larger scale capital funding requirement and high social and economic value generated is an exceptional case, and will not create a precedent that is either easily replicated and/or applicable to other VCSE projects or buildings. The CAT group will consider any similar applications on a case by case basis as defined by the published policy.	3	3	9	Medium		Cautious	Yes	£0.00
								0	FALSE		FALSE	#N/A	£0.00	
								0	FALSE		FALSE	#N/A	£0.00	



<b>Threat Risks</b>	
Number of Open Risks	<b>3</b>
<b>CRITICAL</b>	<b>0</b>
<b>HIGH</b>	<b>0</b>
<b>MEDIUM</b>	<b>3</b>
<b>LOW</b>	<b>0</b>
<b>Cost Risk Exposure</b>	<b>£555,000.00</b>
<b>Number of risks exceeding risk appetite</b>	<b>3</b>
<b>Number of risks within risk appetite</b>	<b>0</b>

<b>Opportunity Risks</b>	
Number of Open Risks	<b>2</b>
<b>SIGNIFICANT</b>	<b>0</b>
<b>HIGH</b>	<b>0</b>
<b>MEDIUM</b>	<b>2</b>
<b>LOW</b>	<b>0</b>
<b>Cost Opportunity Exposure</b>	<b>£0.00</b>

# Equality Impact Assessment [version 2.12]



Title: Coach House Community Asset Transfer (CAT)	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input checked="" type="checkbox"/> Function <input 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	Joint Lead Officers name: Pete Anderson and Alex Hearn
Service Area: Property and Economic Development	Joint Lead Officers role: Director Property Assets & Infrastructure, and 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 \(EqIA\) \(sharepoint.com\)](#).

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 approve the grant of an Agreement for Lease for a 125 year term and related Service Agreement at a peppercorn rent to the Black South West Network (BSWN) charity for the management and operation of the Coach House buildings in St Paul's. BSWN are currently operating the building as a centre for enterprise, social enterprise, and cultural development under a short-term lease. They have developed comprehensive plans to refurbish the building in the future. Once the building is fully refurbished, the Centre will comprise 12,000 square feet of accessible and flexible workspace (offices and studio space), a cultural heritage resources area, a large cultural space for events, exhibitions, etc, meeting and training rooms, and a café. It will also accommodate the HQ for the BSWN.

The vision of the project, as stated in BSWN's business plan is 'to bring enterprise, social enterprise, and cultural sectors together under one roof creating a dynamic context of the cross-pollination of concepts, ideas, solutions and activities that can form the catalyst for bringing an imagined new world into being'. The Coach House will be the epicentre of Black and Racially Minoritized enterprise and social enterprise in the South West, but also the primary Black and Racially Minoritized cultural hub in the region, with a particular focus on meeting the needs and aspirations of new and existing entrepreneurs and creative and cultural sector businesses drawn from Black and Racially Minoritized communities across Bristol.

### 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.

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

## 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: [How we measure equality and diversity \(bristol.gov.uk\)](http://bristol.gov.uk)

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 \(sharepoint.com\)](http://sharepoint.com). See also: [Bristol Open Data \(Quality of Life, Census etc.\)](#); [Joint Strategic Needs Assessment \(JSNA\)](#); [Ward Statistical Profiles](#).

<b>Data / Evidence Source</b> [Include a reference where known]	<b>Summary of what this tells us</b>
<p>The Bristol BAME Business Sector Research study, Black South West Network, funded by BCC, Dec 2018.</p> <p>This study involved surveys and focus groups with over 80 businesses and social enterprises led by Black Asian and Minority Ethnic (BAME) owners or directors, and regional enterprise support agency stakeholders.</p> <p><a href="#">Research reports — Black South West Network</a></p>	<p>The study evidenced the composition of the BAME-led business sector in terms of the size and mix of industry sectors, and the various barriers and issues, including racial discrimination and exclusion from mainstream networks, experienced by the majority to start up and grow successfully in the city. It also tested the concept of an enterprise and innovation hub with flexible workspace, advice, support and other facilities to provide a more supportive and collaborative environment for BAME entrepreneurs to meet and work together and provide space for community-oriented projects too. This gained overwhelming support and led to the formation of a new BAME Enterprise &amp; Innovation Network out of the survey participants, with an events programme led by BSWN and supported by other city partners during 2019-20,</p>

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
	whilst the search for a suitable building for the hub proceeded.
Impact of COVID-19 on BAME Led Businesses, Organisations & Communities, BSWN, July 2020. <a href="#">Research reports — Black South West Network</a>	In Summer 2020, BSWN collated further evidence, which was supplemented by the Council’s own Business Survey, of the disproportionate impacts of the Covid 19 outbreak and lockdown on the BAME communities, business and VCSE sectors, and effectively made the case for the Council to support an Emergency Response Project for BAME led businesses, social enterprises and charities. This crisis has in turn reinforced the need and business case for a new and readily accessible infrastructure to support BAME enterprise and culture when normal life can resume.
<a href="#">Impact of the Cost-of-Living Crisis on Black &amp; Minoritised Communities in Bristol (2023)</a>	BSWN’s research identified that Black and Racially Minoritized communities in Bristol were disproportionately affected by the cost-of-living crisis. The research demonstrated the significant impact that the crisis has had on people’s finances, the mental health toll worsened by the lack of adequate mental health support, the impact on physical health and the lowered access to essential services, and the impact that it has on families with dependants, amongst other concerns.
2021 Census – Bristol Ward Profiles Bristol City Council <a href="#">Microsoft Power BI</a>	These includes demographic and socio-economic information about residents in Ashley and other wards in the east-central area such as Easton and Lawrence Hill which are closest to the Coach House. In Ashley 30.2% of residents are from Black, Asian and Minoritised Ethnic groups. The corresponding statistics for Easton and Lawrence Hill are 31.7% and 57.1%, compared to the city average of 18.9%
<a href="#">Examining the Situation of Decolonisation Within the Culture and Heritage Sector in the South West of England (2020)</a>	<p>There are no Black and Racially Minoritized led heritage spaces in the Southwest that provide opportunities for Black cultural producers and communities to engage with, create, interpret, and curate their cultural heritage and that provide opportunities for growth and development to smaller, Black-led cultural heritage organisations.</p> <p>Our research showed that existing cultural heritage spaces are inaccessible to Black cultural producers and audiences alike. Furthermore, in consultation with 250 individuals through our Resilience Fund research, Black cultural producers indicated their relationships with existing heritage venues were extractive, and they expressed a lack of ownership and control over how their heritage was articulated. They found efforts to stage exhibits and collections in these venues problematic and their only alternative venues are within general use community centres that are not set up to cater for the curation and articulation of heritage collections. Crucially, the consultation</p>

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
	processes revealed a universal demand for mechanisms and spaces in which the Black community could re-tell their histories, their identities and sense of place through Black lenses.
<b>Additional comments:</b>	

## 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.

There is no official data available at either national or local levels, eg. from Office for National Statistics, about the total number of BAME led enterprises or % in the small, medium and larger size bands, and specific sectors. While it is known that in 2021 BAME groups represent 18.9% of the resident population of Bristol, this does not necessarily mean they have the same share of the city's business population. However, this can be used as a proxy, and on this basis there should be over 2,000 BAME led enterprises based in the city. Therefore, a primary research study based on 80 businesses and stakeholders (4% of above number) inevitably has limitations when it comes to providing a full picture of the size of BAME-led enterprises, locations, sectors and activities across the city, but provides a good start point for planning improvements to support services and accessibility. We also capture programme attendees' faith to allocate time/space for prayer, as well as ask for transgender identity. While we also ask about sexual orientation, we have a higher response rate of 'prefer not to say' from some participants due to cultural stigma in their community but we do our best to collect this data

## 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.

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

The majority of survey respondents and participants in the BAME Enterprise & Innovation Network meetings held over 2019-20 are based in the east and central areas of the city. However, analysis of BSWN's 2022-23 data on business engagement shows that 35% of Black and Racially Minoritized businesses reached were based outside of BS1, BS2, and BS5 areas. As part of its service provision, BSWN undertakes regular evaluation and consultation processes with participants and holds a regular User group for tenants within the Coach House. Additionally, since taking on its short lease of the Coach House in May 2021, BSWN has promoted to its city-wide community and delivered a suite of advice and support programmes aimed at private and social enterprises led by Black and Racially Minoritized entrepreneurs across a mix of industry sectors, and including a Covid emergency response project grant funded by the Council. These have supported over 350 clients, with the positive outcomes highlighted in the BSWN's Annual Report 2022 available on their website, and provided evidence of a growing

demand for co-working space and more specialised and sector-specific support services (eg. for the tech, creative & cultural and food & hospitality sectors) which the new Centre for Black Enterprise and Culture aims to provide.

BSWN have undertaken a number of consultation exercises across Black and Racially Minoritized communities regarding engagement with cultural heritage. This has included formal research alongside consultation with 250 individuals from across Bristol. In addition, BSWN has also undertaken community consultation exercises on the proposed refurbishment plans for the Coach House.

## 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.

BSWN will continue to engage with stakeholders through two already well-established mechanisms:

- i) the Coach House Steering Group - comprising the main strategic stakeholders and funding bodies with an interest in the objectives and outcomes of the Centre, which meets quarterly serviced by BSWN.
- ii) Coach House User Group – comprising the current business and community/cultural users of the building, which meets several times a year serviced by BSWN.
- iii) BSWN has a Cultural Heritage Steering Group comprised of Black and Racially Minoritized artists, cultural producers, archivists, and members of the community.
- iv) BSWN undertake evaluation processes with all participants in the programmes delivered at the Coach House

BSWN is currently considering strategies and mechanisms to target and engage with intersectional groups within their core Black and Racially Minoritized communities and with those dispersed more widely across the city outside the St Paul's and east-central area. These may include expanding representation on both the Steering and User Groups to include specific target demographic/ social groups and future users of the Centre.

## 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 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.

**GENERAL COMMENTS** (highlight any potential issues that might impact all or many groups)

The Protected Characteristics under the Equality Act 2010 are listed below with a short analysis of whether each group will be impacted by the proposal.

1. **Age** – age groups impacted will be all those who either own, or are employed or self-employed or trainees in enterprises based in or using the Centre's services, ie. from 18-70 years. School or College students under 18 may visit the Hub for work experience placements with enterprises. Additionally, a slightly wider range of age groups may visit the Centre for events. No adverse impacts on any age specific age group are foreseen.
2. **Disability** – the Centre has been designed with good accessibility for Disabled people with physical impairments throughout and creating a friendly, supportive environment for people with mental health problems or learning



difficulties fully in mind, eg. from BSWN staff dedicated to the Hub and the Enterprise Team, who will work 1to1 or with smaller groups. The outline business case shows how easy, safe access will be provided to the building, and the reception area, café/restaurant, training kitchen and business co-working space on the ground floor. Access to the two upper floors and annexe, including fully accessible toilets and rest areas on each floor, will be provided by means of a lift. The refurbishment plans demonstrate that the building will meet the Council's Environmental Access Standard. Only the second floor of the 'cottage' annexe building, which will accommodate additional offices, and a small proportion of the total floorspace, will not be fully accessible.

The size and internal design of the Cottage means that is not technically or, even financially viable to install a lift in this building. In many ways, the Cottage operates as a separate annex to the main building with its own entrance and staircase. Access is available to the first floor via the incubator room in the main building, making this floor of the Cottage accessible, once the refurbishment is undertaken. As such, it will only be the 3 small offices on the second floor of the Cottage that are not fully accessible post refurbishment. Currently, only the ground floor of the Coach House is accessible and so BSWN's refurbishment plans represent a marked increase in accessibility.

3. **Gender reassignment** – taking account of enterprise and cultural services being provided, and the above-mentioned facilities, there will be no adverse impacts.

4. **Marriage or civil partnership** - taking account of enterprise and cultural services being provided, and the above-mentioned facilities, there will be no adverse impacts.

5. **Pregnancy and maternity** - taking account of enterprise and cultural services being provided, and the above-mentioned facilities, it is possible there will be some adverse impacts, as the refurbishment design does not include creche facilities due to a lack of space and the availability of crèches and nurseries nearby in St Paul's. The design does, however, include baby changing facilities in the bathroom on the ground floor and rest rooms on each floor which could be used by pregnant people, as well as trained first aiders to give care if needed.

6. **Race** – as the proposal is specifically designed to meet the needs and overcome barriers to start up and progression of Black and Racially Minoritized entrepreneurs and creative / cultural sector, positive rather than adverse impacts are expected for these groups. Equally, white entrepreneurs and creatives from across the city will be welcomed and encouraged to meet and mix with entrepreneurs at events and meetings. In the present phase of BSWN's leasehold, prior to refurbishment works to establish the Centre, White-led enterprises that were previously tenants of BRAVE enterprise agency, the former leaseholder, have been permitted to remain as occupiers on short term licence agreements. However, after the refurbishment, these licences are at risk of not being renewed and the businesses displaced in favour of enquiries for workspace from Black and Racially Minoritized entrepreneurs, for whom the Centre's facilities are intended.

7. **Religion or belief** - taking account of enterprise and cultural services being provided, and the above-mentioned facilities, which will also include an ecumenical Prayer Room, there will be no adverse impacts.

8. **Sex** - taking account of enterprise and cultural services being provided, and the above-mentioned facilities, there will be no adverse impacts.

9. **Sexual orientation** - taking account of enterprise and cultural services being provided, and the above-mentioned facilities, there will be no adverse impacts.

#### PROTECTED CHARACTERISTICS

<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 type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<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 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:	
Mitigations:	
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<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 type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Other groups</b> [Please add additional rows below to detail the impact for any other relevant groups as appropriate eg. asylum seekers and refugees; care experienced; homelessness; armed forces personnel and veterans]	
<b>Asylum Seekers and Refugees</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
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

Yes, the Centre for Black Enterprise and Culture project has been motivated by and designed around the specific needs of Black and Racially Minoritized entrepreneurs for a better environment and support infrastructure to overcome barriers to progress with starting up and growing private and social enterprises and creative/cultural projects successfully, as evidenced by the 2018 BAME Business Sector research, the BAME Enterprise & Innovation Network, and discussions with BSWN.

In addition, BSWN obtained significant external funding during 2019-20 to develop a role as an enterprise support agency and deliver programmes aimed at different segments or intersections of Black and Racially Minoritized entrepreneurs – ie. social entrepreneurs (eg. oriented to specific sectors such as creative, cultural, tech, food,

education and care); Black and Racially Minoritized 'anchor' organisations based in different geographic communities in the city; and women and non-binary.

A suite of enterprise advice and support programmes, an Enterprise Team to give 1to1 or group support, and cultural activities have been delivered by BSWN since it took on the short lease of the Coach House in May 2021, in addition to a Covid Emergency Response project for BAME Businesses, Social Enterprises and Charities. This broad range of support activity aimed at new and existing businesses as well as community-based interest groups, has already resulted in, and will increase significantly under this project the economic and social benefits for Black and Racially Minoritized entrepreneurs and the wider community, eg. job creation and increased business output and supplier and consumer spend which is recycled into the Bristol economy, helping to reduce structural disadvantages faced by Black and Racially Minoritized communities to succeed in the local economy, and so close the long-standing gap in the average levels of prosperity between minoritized and white communities in the city.

In addition to these benefits for Black and Racially Minoritized, women and other minoritised gendered entrepreneurs, the Centre's will take an intersectional approach to its planned programme of events and activities, as well as interfacing with different local communities such as the Disabled community and other protected groups. These will be delivered from a modernised, well-designed, accessible building, close to the city centre and other support facilities and services, in which BSWN also has its headquarters and will have much greater capacity to welcome a diversity of Black and Racially Minoritized clients and community users, and to manage and cross-connect a range of enterprising and creative activities that not only supports the above communities of Bristol better but inspires groups and individuals to realise their ambitions and aspirations.

In all these ways, the Centre project will advance equality of opportunities for a full spectrum of Black and Racially Minoritized communities of Bristol and their various intersections with women and non-binary, Disabled and younger and older age groups who will discover a welcoming and enabling space within it.

## 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>
There are no significant negative impacts for protected groups in the proposal / project.
<b>Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:</b>
The proposed refurbishment of the Coach House to create a new Centre for Black Enterprise and Culture held on a 125 year lease by BSWN will establish a major new infrastructure in the city to enable and support many more Black and Racially Minoritised entrepreneurs and community organisations to set up and grow enterprises and cultural heritage related activities and events, generating wealth, creating jobs and benefiting communities and the city as a whole. The building design and animation of the Centre will also ensure that all sections of those communities will feel welcomed and encouraged to use the work and meeting spaces and attend events – Disabled people, women and minoritised gendered people, including pregnant and new mothers, young people, and people from all faith communities.

### 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.

<b>Improvement / action required</b>	<b>Responsible Officer</b>	<b>Timescale</b>
BSWN to be advised to further consult with partners and stakeholders and develop their marketing and communications strategy for the Centre, in particular to ensure outreach to the more geographically dispersed Black and Racially Minoritized communities and individuals across the city and the offer for intersectional groups (women and non-binary, Disabled people, faith groups, younger and older age groups).	Anesa Kritah / Robin McDowell	Oct 23 – April 24
BSWN to be advised to continue to use reasonable endeavours and work with their architects in the final design and lay-out stages for the Centre to optimise access and facilities for disabled and pre/post maternity users of the building – to comply with, or, if feasible, exceed the Council’s Environmental Access Standard.	Steve Matthews / John Bos	Oct 23 – April 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.

Measurement will be made by BSWN on a bi-annual basis of the economic, social and cultural outcomes and impacts (social value) of the Centre for Black Enterprise and Culture, including the engagement of, and workspace and support services and cultural events/activities provided, and the jobs created and productivity increases by and for the specific protected groups detailed in this EqIA. This will be monitored and reported to the Council in accordance with the Service Agreement to be concluded between BSWN and the Council for rolling 5 year periods of the 125 year lease. Under this agreement, and linked to the Centre’s Business Plan, indicative annual targets for the engagement of Black, Asian and Minoritised Ethnic entrepreneurs/creatives and community users, and the services/facilities used and cultural events/activities provided will be set. The overall progress and performance of the project will be advised and monitored by the Coach House Steering Group of key stakeholders and funders of the Centre. Within the Council, there are three main services within the Growth and Regeneration Directorate with a direct interest in the progress and outcomes of the Centre project - Economic Development, Cultural & Creative Industries, and Property (Community Buildings).

### 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> Alex Hearn
Date: 11 <sup>th</sup> September 2023	Date: 12 <sup>th</sup> September 2023

<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.



# Environmental Impact Assessment [version 1.0]

<b>Proposal title: Coach House Asset Transfer</b>		
<b>Project stage and type:</b> <input type="checkbox"/> Initial Idea Mandate <input type="checkbox"/> Outline Business Case <input checked="" type="checkbox"/> Full Business Case		
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service	<input type="checkbox"/> New	<input checked="" type="checkbox"/> Changing
<input checked="" type="checkbox"/> Other [please state]	<input type="checkbox"/> Already exists / review	
<b>Directorate:</b> Growth and Regeneration	<b>Lead Officer name:</b> Pete Anderson and Alex Hearn	
<b>Service Area:</b> Property and Economic Development	<b>Lead Officer role:</b> Service Directors – Assets, Property & Infrastructure and Economy of Place	

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

The purpose of this Environmental Impact Assessment is to help you develop your proposal in a way that is compliant with the council’s policies and supports the council’s strategic objectives under the [One City Climate Strategy](#), the [One City Ecological Emergency Strategy](#) and the latest [Corporate Strategy](#).

This assessment should be started at the beginning of the project proposal process by someone with a good knowledge of the project, the service area that will deliver it, and sufficient influence over the proposal to make changes as needed.

It is good practice to take a team approach to completing the Environmental Impact Assessment. See further [guidance](#) on completing this document. Please contact the [Sustainable City and Climate Change Service](#) 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. Please use plain English, avoiding jargon and acronyms.

Approve the grant of a 125 year Lease and Service Agreement at a peppercorn rent to the Black South West Network charity for the management and operation of the Coach House buildings in St Paul’s, to provide a Centre which, will serve the Black and Racially Minoritized communities of Bristol and the wider region.
--

### 1.2 Will the proposal have an environmental impact?

Could the proposal have either a positive or negative effects for the environment now or in the future? If ‘No’ explain why you are sure there will be no environmental impact, then skip steps 2-3 and request review by the [Sustainable City and Climate Change Service](#).

If ‘Yes’ complete the rest of this assessment.

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

--

### 1.3 If the proposal is part of an options appraisal, has the environmental impact of each option been assessed and included in the recommendation-making process?

If ‘Yes’ please ensure that the details of the environmental impacts of each option are made clear in the pros and cons section of the [project management options appraisal document](#).

<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Not applicable	[please select]
------------------------------	-----------------------------	--	-----------------

If 'No' explain why environmental impacts have not been considered as part of the options appraisal process.

BSWN (the tenant) has carried out an environmental / energy design options appraisal with its architect. As an external organisation, they have not used the internal BCC appraisal form. Given the phased nature of the proposed refurbishment, it is important to note that the BREEAM Excellent and other environmental standards required by Local Plan policy and own environmental sustainability objectives can only be delivered as a result of Phases 1, 2 and 3 of the refurbishment, which requires raising the necessary additional capital funding.

## Step 2: What kinds of environmental impacts might the project have?

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. See detailed [guidance documents](#) for advice on identifying potential impacts.

### 2.1 Does the proposal create any benefits for the environment, or have any adverse impacts?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support [our corporate environmental objectives](#) and the wider [One City Climate and Ecological Emergency strategies](#).

Consider how the proposal creates environmental impacts in the following categories, both now and in the future.

**Reasonable efforts should be made to quantify stated benefit or adverse impacts wherever possible.**

Where the proposal is likely to have a beneficial impact, consider what actions would enhance those impacts. Where the proposal is likely to have a harmful impact, consider whether actions would mitigate these impacts.

Enhancements or mitigation actions are only required when there is a likely impact identified. Remember that where enhancements or mitigation actions are listed, they should be assigned to staff and appropriately resourced.

GENERAL COMMENTS (highlight any potential issues that might impact all or many categories)		
The lease is for 125 years. The Coach House is outside of flood risk planning zones.		
<b>ENV1 Carbon neutral: Emissions of climate changing gases</b>  BCC has committed to achieving net zero emissions for its direct activities by 2025, and to support the city in achieving net zero by 2030.  Will the proposal involve transport, or the use of energy in buildings? Will the proposal involve the purchase of goods or services? If the answer is yes to either of these questions, there will be a carbon impact.  Consider the scale and timeframe of the impact,	<b>Benefits</b>	Once refurbished, the property is likely to have lower operational CO2 emissions due to replacement of heating and ventilation systems and thermal upgrades to the fabric.  The increased use and increased floor space of the property will result in higher occupancy of the building, which will negate some of the energy savings from the energy efficiency measures. However, the tenant organisation will in future deliver all its activities from this building, rather than from two separate sites.
	<b>Enhancing actions</b>	Commitment - The property will be refurbished in accordance with plans that include: - Improvements to the thermal performance of the external envelope of the existing building beyond that required by current Building Regulations to reduce energy use - replacing all heating, cooling and air handling plant and lights. - Improvements to the energy efficiency and flexibility of the mechanical heating and ventilation systems. This will reduce the amount of energy needed to heat, cool and light the premises in the future.  Commitment - The property will be refurbished to achieve a BREEAM non –domestic refurbishment ‘excellent’ rating, which requires CO2 reduction in line with best practice and a specific target CO2

<p>particularly if the proposal will lead to ongoing emissions beyond the 2025 and 2030 target dates.</p> <p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> <b>No impact</b></p>		<p>reduction to aim for, steps to reduce the risk and lower the impact of refrigerant leakage, together with wider sustainability criteria.</p> <p>Reasonable endeavour - In refurbishing the building, the impacts of the whole lifecycle of the proposal will be considered – i.e. the selection of materials, the construction process, the operation &amp; maintenance &amp; refurbishment of the building during its lifetime &amp; what happens to the building at the end of its life including whether any of the building elements can be re-used/recycled.</p> <p>Reasonable endeavours will be made to aim for a carbon neutral development in accordance with the Mayor’s Climate Emergency Action Plan target for BCC property to be carbon neutral by 2030, noting that this lease is likely to be the ONLY opportunity BCC have to secure CO2 reduction measures in this building before 2030.</p>
	<p><b>Persistence of effects:</b>    <input type="checkbox"/> 1 year or less                      <input type="checkbox"/> 1 – 5 years                      <input checked="" type="checkbox"/> 5+ years</p>	
	<b>Adverse impacts</b>	<p>Works - This is an old property that has not seen any major investment since the 1980s. The new tenant has developed comprehensive plans for a full refurbishment of the building.</p> <p>The refurbishment works have potential to generate CO2 emissions through transport of materials to site, construction processes etc.</p> <p>Use - CIBSE TM65 suggests that VRF systems (such as the one originally proposed) can leak 6% of their refrigerant gases per year. The Hybrid VRF heating and cooling system now proposed will use far less refrigerant, since water will be used in its place for all the internal pipework to the individual units. It is therefore unlikely to leak much refrigerant gas.</p>
	<b>Mitigating actions</b>	<p>Commitment - The property will be refurbished to achieve a BREEAM non –domestic refurbishment ‘excellent’ rating, which requires CO2 reduction in line with best practice and a specific target CO2 reduction to aim for, steps to reduce the risk and lower the impact of refrigerant leakage, together with wider sustainability criteria. A refrigerant management plan to completely comply with all the topics included in 6.50-6.53 in the <i>Draft Policy NZC3: Embodied carbon, materials and waste</i> will be implemented. See the end of this document for the relevant policy section.</p>
<p><b>Persistence of effects:</b>    <input type="checkbox"/> 1 year or less                      <input checked="" type="checkbox"/> 1 – 5 years                      <input type="checkbox"/> 5+ years</p>		
<p><b>ENV2 Ecological recovery: Wildlife and habitats</b></p> <p>BCC has committed to 30% of its land being managed for nature and to halve its use of pesticides by 2030.</p> <p>Consider how your proposal can support increased space for nature, reduced use of pesticides, reduce pollution to waterways, and reduce consumption of products</p>	<b>Benefits</b>	<p>If a green roof is able to be incorporated into the project, it will provide biodiversity net gain in a part of the city with relatively little green space.</p>
	<b>Enhancing actions</b>	<p>Reasonable endeavour - Include a green roof on suitable roof areas to provide biodiversity net gain.</p>
	<p><b>Persistence of effects:</b>    <input type="checkbox"/> 1 year or less                      <input type="checkbox"/> 1 – 5 years                      <input checked="" type="checkbox"/> 5+ years</p>	

<p>that undermine ecosystems around the world.</p> <p>If your proposal will directly lead to a reduction in habitat within Bristol, then consider how your proposed mitigation can lead to a biodiversity net gain. Be sure to refer to quantifiable changes wherever possible.</p> <p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> No impact</p>	<p><b>Adverse impacts</b></p>	
	<p><b>Mitigating actions</b></p>	
	<p>Persistence of effects:    <input type="checkbox"/> 1 year or less                      <input type="checkbox"/> 1 – 5 years                      <input type="checkbox"/> 5+ years</p>	

<p><b>ENV3 A cleaner, low-waste city: Consumption of resources and generation of waste</b></p> <p>Consider what resources will be used as a result of the proposal, how they can be minimised or swapped for less impactful ones, where they will be sourced from, and what will happen to any waste generated</p> <p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> No impact</p>	<p><b>Benefits</b></p>	<p>Use - The refurbished property will have better waste separation facilities to increase the level of recycling; all waste in the new building will be separated and prepared for recycling as much as possible.</p> <p>End-of-life - Material choices or construction methods that make separation of components for reuse or recycling easier during future refurbishments or at end-of-life should be adopted where feasible.</p>
	<p><b>Enhancing actions</b></p>	<p>Commitment - More efficient and purpose-built recycling facilities will enable the new tenant to reduce the amount of residual waste produced at the premises.</p>
	<p>Persistence of effects:    <input type="checkbox"/> 1 year or less                      <input type="checkbox"/> 1 – 5 years                      <input checked="" type="checkbox"/> 5+ years</p>	
	<p><b>Adverse impacts</b></p>	<p>Works - Refurbishment works are likely to consume non-renewable resources and produce waste.</p> <p>Use - The refurbished property is likely to consume less non-renewable resources due to replacement of heating and ventilation systems and thermal upgrades to the fabric.</p> <p>Increased occupancy of the building may result in an overall increase in energy consumption and waste production.</p> <p>End-of-life - Material choices or construction methods that make separation of components for reuse or recycling harder during future refurbishments or at end-of-life should be avoided, where feasible.</p>
	<p><b>Mitigating actions</b></p>	<p>Commitment - The use of local materials wherever possible and those with a low environmental impact will be specified in line with BREEAM criteria.</p> <p>Commitment - Mitigation measures as listed above, plus the building will not include gas to reduce fossil fuel consumption.</p> <p>Reasonable endeavour - The waste hierarchy will be applied, ensuring re-use where possible, considering the whole life-cycle of the building (as above). Where waste needs to be disposed of ensure legally compliant contractors are used (Bristol Waste are the Bristol City Council contractor) and that waste paperwork is obtained.</p>



		Reasonable endeavour - Material choices or construction methods will be chosen to make separation of components for reuse or recycling during future refurbishments or at end-of-life as easy as possible.
Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input checked="" type="checkbox"/> 5+ years		
<p><b>ENV4 Climate resilience: Bristol's resilience to the effects of climate change</b></p> <p>Bristol's climate is already changing, and increasingly frequent instances of extreme weather will become more likely over time.</p> <p>Consider how the proposal will perform during periods of extreme weather (particularly heat and flooding).</p> <p>Consider if the proposal will reduce or increase risk to people and assets during extreme weather events.</p> <p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> No impact</p>	Benefits	Use - The refurbishment of the building will include measures to mitigate overheating risk in both the current and future climate to ensure a comfortable internal environment.
Enhancing actions		
Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input checked="" type="checkbox"/> 5+ years		
Adverse impacts	Use - Increased building occupancy is likely to increase potable water use.	
Mitigating actions	Commitment - To mitigate this water efficiency measures will be specified – e.g. low flow taps, showers, toilets etc.	
Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input checked="" type="checkbox"/> 5+ years		
<p><b>Statutory duty: Prevention of Pollution to air, water, or land</b></p> <p>Consider how the proposal will change the likelihood of pollution occurring to air, water, or land and what steps will be taken to prevent pollution occurring.</p> <p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> No impact</p>	Benefits	
Enhancing actions		
Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years		
Adverse impacts	<p>Works - Construction work may cause noise, dust, odour, or light pollution. There is a risk of hazardous materials (e.g. fuels or paints) being accidentally released during construction works.</p> <p>Works - Some asbestos containing materials are present in the building.</p>	
Mitigating actions	Committed - Construction environmental management arrangements will be produced and documented, which will include detailed controls and measures for the Control of Substances Hazardous to Health (COSHH); and for minimising and mitigating the resulting	

		<p>effects of construction activity, such as the generation of mud, dust and noise.</p> <p>Committed - It is expected that during the construction phase the site(s) will be registered to the Considerate Constructors Scheme. Measures for engagement with local community and stakeholders will ensure that any arising issues are quickly identified and dealt with.</p> <p>Committed - An asbestos survey has been carried out and a more detailed demolition survey will be undertaken prior to works commencing to ensure all ACMs are safely removed or encapsulated.</p>
<b>Persistence of effects:</b>		<input checked="" type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years

## Step 3: Actions

### 3.1 Action Plan

Use this section summarise and assign responsibility for any actions you have identified to improve data, enhance beneficial, or mitigate negative impacts. Actions identified in section two can be grouped together if named responsibility is under the same person.

This action plan should be updated at each stage of the project. Please be aware that the Sustainable City and Climate Change Service may use this action plan as an audit checklist during the project's implementation or operation.

Enhancing / mitigating action required	Responsible Officer	Timescale
Liaise with the tenant (BSWN) to ensure the timely completion of the actions below.	John Bos / Robin McDowell	By the end of phase 3 in 2027.
Committed - Improvements to the thermal performance of the external envelope of the existing building beyond that required by current Building Regulations to reduce energy use - replacing all heating, cooling and air handling plant and lights. - Improvements to the energy efficiency and flexibility of the mechanical heating and ventilation systems.	Mina Drobna – Operations Manager	All Phases within the scope of the planned works for each Phase. Final achievement by end of Phase 3
Committed - The property will be refurbished to achieve a BREEAM non –domestic refurbishment 'excellent' rating.	Mina Drobna – Operations Manager	All Phases within the scope of the planned works for each Phase. Final achievement by end of Phase 3
Committed - More efficient and purpose-built recycling facilities will enable the new tenant to reduce the amount of residual waste produced at the premises.	Mina Drobna – Operations Manager	All Phases within the scope of the planned works for each Phase. Final achievement by end of Phase 3
Committed - The use of local materials wherever possible and those with a low environmental impact will be specified in line with BREEAM criteria. A refrigerant management plan to completely comply with all the topics included in 6.50-6.53 in the <i>Draft Policy NZC3: Embodied carbon, materials and waste</i> will be implemented.  Mitigation measures as listed above, plus the building will not include gas to reduce fossil fuel consumption.	Mina Drobna – Operations Manager	All Phases
Committed - To mitigate this water efficiency measures will be specified – e.g. low flow taps, showers, toilets etc.	Mina Drobna – Operations Manager	Phase 1 for new downstairs toilet block. Phase 2 and 3 for other areas.

<b>Enhancing / mitigating action required</b>	<b>Responsible Officer</b>	<b>Timescale</b>
Liaise with the tenant (BSWN) to ensure the timely completion of the actions below.	John Bos / Robin McDowell	By the end of phase 3 in 2027.
Committed - Documented construction site management plans will be implemented. They will include compliance with COSHH regulations and minimising and mitigating mud, dust, noise and waste. This will include registration with the Considerate Constructors Scheme.	Mina Drobna – Operations Manager	All Phases
Committed - An asbestos survey has been carried out and a more detailed demolition survey will be undertaken prior to works commencing to ensure all ACMs are safely removed or encapsulated.	Mina Drobna – Operations Manager	Survey to be undertaken prior to Phase 1 to determine in which Phase asbestos removal works needs to be undertaken
Reasonable endeavours will be made to aim for a carbon neutral development in accordance with the Mayor’s Climate Emergency Action Plan target for BCC property to be carbon neutral by 2030, noting that this agreement to lease is likely to be the ONLY opportunity BCC have to secure CO2 reduction measures in this building before 2030.	Mina Drobna – Operations Manager	All Phases within the scope of the planned works for each Phase. Final achievement by end of Phase 3
Reasonable endeavour - In refurbishing the building, the impacts of the whole lifecycle of the proposal will be considered.	Mina Drobna – Operations Manager	All Phases
Reasonable endeavour - The waste hierarchy will be applied, ensuring re-use where possible, considering the whole lifecycle of the building (as above). Where waste needs to be disposed of ensure legally compliant contractors are used (Bristol Waste are the Bristol City Council contractor) and that waste paperwork is obtained.	Mina Drobna – Operations Manager	All Phases
Reasonable endeavour - Material choices or construction methods will be chosen to make separation of components for reuse or recycling during future refurbishments or at end-of-life as easy as possible.	Mina Drobna – Operations Manager	All Phases
Reasonable endeavour - Reasonable endeavours should be made to include a green roof on suitable roof areas to provide cooling benefits and reduction in surface water run-off.	Mina Drobna – Operations Manager	Phase 3

## **Step 4: Review**

The Sustainable City and Climate Change Service need at least five working days to comment and feedback on your impact assessment. Assessments should only be marked as reviewed when they provide sufficient information for decision-makers on the environmental impact of the proposal. Please seek feedback and review from the [Sustainable City and Climate Change Service](#) before final submission of your decision pathway documentation<sup>1</sup>.

Where impacts identified in this assessment are deemed significant, they will be summarised here and included on the cover sheet of the decision pathway documentation.

**Summary of significant beneficial impacts and opportunities to support the Climate, Ecological and Corporate Strategies (ENV1,2,3,4):**

<sup>1</sup> Review by the Sustainable City and Climate Change Service confirms there is sufficient analysis for decision makers to consider the likely environmental impacts at this stage. This is not an endorsement or approval of the proposal.

Long term in-use impacts from the refurbished building will include lower greenhouse gas emissions following the HVAC and thermal envelope upgrades, allowing the tenant to move all their staff to this site instead of being split over two sites, will have better waste separation to promote recycling and will include measures to mitigate the risk of overheating and ensure comfort in a future warmer climate. **Significant long-term benefits with limited opportunities to enhance these further.**

**Summary of significant adverse impacts and how they can be mitigated:**

Short term impacts from the construction works and transport will include greenhouse gas emissions, generate waste and may cause noise, dust, odour, light pollution, or the release of hazardous materials (asbestos containing materials are on site, fuels, paints, etc.). **Not significant, since mitigated by long term benefits (unless a serious unplanned release of pollution or hazardous materials occurs).**

Long term in-use impacts from the refurbished building include higher occupancy reducing energy and water savings, producing more waste and being more likely to leak refrigerant gases from the proposed VRF system. **Not significant, since mitigated by long term benefits**

<b>Environmental Performance Team Reviewer:</b> Giles Liddell, Environmental Performance Co-ordinator	<b>Submitting author:</b> Robin McDowell, Enterprise & Business Support Manager
<b>Date:</b> 31/08/2023 (one action updated 17/10/2023)	<b>Date:</b> 29/08/2023

The part of *Draft Policy NZC3: Embodied carbon, materials and waste* that refers to refrigerants:

Refrigerants

6.50 Many refrigerants used in fixed building services like heating and cooling systems have the potential to make significant contributions towards global warming and climate change if released to the atmosphere. Refrigerants often have a global warming potential considerably higher than that of CO<sub>2</sub>. For reference, R32 has a global warming potential 675 times that of CO<sub>2</sub> and R410A is a greenhouse gas 2,088 times more potent than CO<sub>2</sub>.

6.51 As heat pumps become more common in the transition to a zero carbon society, it is becoming increasingly important to consider the climate impact of the refrigerants they use.

6.52 The potential global warming impact of refrigerants should be minimised by:

- Minimising the volume and mass of refrigerants by:
  - Minimising or eliminating the need for heating or cooling systems through energy efficient design.
  - Avoiding the use of systems that have high refrigerant charge per kW capacity, such as systems that use refrigerant as the distribution medium to emitters.
- Minimising the potential impact of the refrigerant used by selecting equipment that uses refrigerants with the lowest available global warming potential.
- Minimising the risk of refrigerant leakage through:
  - Avoiding the use of systems that use refrigerant as a distribution medium, particularly where refrigerant is distributed to emitters.
  - Specifying leak detection and monitoring systems in accordance with industry best practice.
  - Regular maintenance.
  - Ensuring that installation, maintenance, decommissioning and disposal of all appliances using refrigerants is only ever undertaken by suitably qualified persons.

6.53 Where a developer proposes using a system with refrigerants with a global warming potential greater than 750, full justification will be required including numerical whole-life carbon modelling.

## Appendix G - Coach House Community Asset Transfer Finance Advice

1. The Council has a duty to ensure that best value is achieved from public resources. Community Asset Transfer usually involves a transfer at less than market value and the level of subsidy applied to the asset transfer, will be offset by the social, economic or environmental benefits generated by the transfer.
2. Where an asset is being disposed of at less than market value, the Council will seek to identify the different options for the use of the asset, assess the costs and the benefits associated with each of the options, and should seek to reduce the potential risks involved, while balancing these against the potential benefits to the community.

### Financial Background

3. In May 2021 Black South West Network (“BSWN”) charity was granted a lease to occupy Coach House building and provide services with an option for a further lease of 35 years on the condition that it would further develop its plans and raise sufficient capital (estimated then at approximately £3.0m) by May 2024, to substantially refurbish and modernise the building to ensure its long-term viable operation. The lease is offered at peppercorn rent, grants BSWN sole control of the building and the Council has no financial liability under the current lease or proposed lease for any costs for the Coach House building.

### Financial Overview of Proposals

4. The report seeks Cabinet approval to an Agreement for a lease of 125 years and a related Service Agreement at a peppercorn rent to BSWN, for the management and operation of Coach House. The new lease would replace the existing lease option of 35 years. It would require BSWN to carry out all the essential works previously agreed. However, it no longer imposes the need to demonstrate it has raised the required capital or meet the planning and environmental requirements detailed in the original 35-year lease offer and instead requires BSWN to have secured and expended the necessary capital to complete an agreed and clearly documented schedule of works, this also includes the mandated fire safety measures and other priority repairs to the building. The total value of the works and the capital required to be raised is estimated at a £0.715m.
5. The extended lease is requested due to an increase in cost of the works, now estimated at £4.9m (as outlined in the OBC sent to WECA – Appendix A1). For BSWN to borrow and access grants for the funds required, lenders and funders are requesting as a condition, lease terms of either, over 99 years or 125 years as recommended in this report.
6. In line with the Council’s Community Asset Transfer Policy, this proposal is being considered under the exceptional circumstances category *“in exceptional cases, a lease longer than 35 years may be appropriate if supported by a business case that demonstrates special circumstances or requirements from funders or lenders”*.

### Financial Assessment

#### 7. Capital

The report indicates that the building is worth £0.7m in its current state based on a valuation done in 2020. A more recent book (October 2023) valuation (not formal valuation) by independent consultant indicates that the value could be as much as £0.5m - £1m, this is however based on the buyer seeking a change of use to residential and after allowance is made for reductions of up to £0.2m - 0.5m for the works needed to make the building compliant with the required energy efficiency standards. These adjustments would be subject to these energy standards being in

force at the time of the sale and would be the same works that the Council would be obliged to carry out if it owned the building.

Therefore, after making allowance for the essential works at the level as outlined, and if the building is used for residential rather than commercial, a net capital value of £0.5m - £1.0m (worst to best case) could be expected on market disposal.

#### 8. Revenue Income

The service estimates that based on a total current square footage of approximately 6000 sq. ft. and in its current state, the building could realise total annual *net* income of approximately £0.005m per annum or £0.625m in potential rental income over the 125-year lifetime of the proposed lease (discounting factors excluded). This is after deductions for overheads and running costs as well as an estimate for essential capital works totalling £1.9m.

By transferring this asset, the council will forego £0.5m to £1m could have otherwise been secured from the sale of this asset on the open market.

#### **Economic & Social Value**

9. The report proposes a “blended value proposition”, consisting of a blend of economic and social components with estimate the following value (not independently verified), will accrue to the city following the award of the lease:

- a) The monetary benefits to the local economy from the start up and growth of Black and Asian-led enterprises supported by the Centre of circa £0.712m (Gross Value Added) per year or £89m over the life of the lease, and
- b) the less tangible and harder to quantify social and cultural value to be derived from the project over the long term.

10. The GVA is calculated using the GVA for the city calculated by the Office of National Statistics and an adjusted number of organisations based in Bristol supported by the charity. A social and cultural value calculation has also been provided by BSWN. However, this is based on a formula that is not verified and as such excluded from the above.

#### **Financial due diligence**

11. Appropriate financial checks have been undertaken to ensure that the BSWN are in good financial health and the (3 year) business plan and funding strategy submitted as part of their application to the CAT Panel have been reviewed and key points outlined below:

- The costs/expenditure basis was calculated in 2022 and does not consider the recent steep increases in price inflation. The total refurbishment costs include a 10% allowance for contingencies (risks) and 6% for inflation, but these are much less than would be normally expected for a project at this early stage of completion, size, duration, and complexity. There is a risk of cost increases and BSWN own assessment indicate price inflation of 40% and the recent interest rate increase impacting on the cost of borrowing, will impact the overall cost of the project. BSWN have indicated that any increase in costs will be mitigated by a new design approach, a phased approach to the refurbishment as well as further grants and or loans as may be required.
- Funding Strategy - £4.9m would be acquired using a mixture of grants from multiple funders totalling approximately £4.5m and a mortgage / loan of circa £0.5m, and the cost of both operating the new facility and repay any loans raised. To date, they have received firm

promises of grants totalling £0.24m and will use £0.05m from their own reserves and have a strategy for achieving the overall amount needed, to cover the £4.9m cost of the refurbishment. They are £0.470m short of the initial target of £0.715m required to meet the essential works. There is a risk that the strategy does not fully achieve the funding target.

- BSWN have set out a 5-year cash flow analysis indicating that upon completion of the works, the revenue income forecasted will be sufficient to meet the running costs of the building and cover the cost of loans as estimated and overall project. The assumptions regarding likely running cost, and income based expected occupancy appears to be fairly stated. Occupancy levels are modest with reasonable allowance made to accommodate the disturbance expected by the refurbishing works.
- A £8k deficit is expected in year 1, this will be funded by way of an unsecured bank overdraft. By the end of the refurbishment in year 5 it anticipates that a net profit of 8% will be achieved.

12. Where risks or opportunities are identified and or are significant the Council should consider conditions proportionate to the type and scale of asset transfer that protect against the risk that the benefits may not be delivered, the project fails or on the converse unintended financial gains materialise.

#### **Council Budget Implications**

In February 2023, Full Council approved the 2023/24 budget which included specific proposals to generate £36m in capital receipts and make £4m revenue savings related to the Council's asset base. As this proposal is effectively a disposal of this council asset, this should also be considered in the context of the 2023/24 budget, as this proposal would reduce the assets that would not be available to meet these targets and those set out in the medium-term financial plan for 2024/25.



# Decision Pathway – Report

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 07 November 2023

<b>TITLE</b>		<b>Temple Quarter Delivery Strategy</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> John Smith, Interim Executive Director Growth and Regeneration	
<b>Proposal origin:</b> Mayor		
<b>Decision maker:</b> Mayor		
<b>Decision forum:</b> Cabinet		
<b>Purpose of Report:</b>		
<ol style="list-style-type: none"> <li>1 To provide further information on the establishment of a corporate vehicle (JDV) to deliver the regeneration of Temple Quarter.</li> <li>2 To seek approval and authority to finalise the arrangements for the JDV and proceed with the land consolidation and required option arrangements to support the delivery of Temple Quarter Phase 1 and Outline Business Case for Phase 2, including provision of funding for the JDV.</li> <li>3 To authorise officers to take relevant and necessary steps to conclude associated negotiations and agreements.</li> <li>4 To approve the process for, and implementation of, a Procurement Strategy to secure a Developer Partner to work with the JDV to deliver the regeneration of Temple Quarter.</li> <li>5 To provide an update on the programme, particularly progress 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 (BTQ) 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.</li> <li>2. In addition to the significant housing and economic benefits, the programme will 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> <li>3. The programme successfully secured £94.7m in infrastructure grant funding from Homes England in 2022. The Grant Funding Agreement between Homes England (HE) and Combined Authority (CA) was signed on 12 April 2022 and later amended on 20 April 2023.</li> <li>4. The Collaboration Agreement (between HE, the Council, CA and Network Rail (NR)) establishing the arrangements for the delivery of the infrastructure items to facilitate the delivery of new homes and commercial development within Phase 1 was also signed on 20 April 2023.</li> </ol>		



5. In accordance with the Cabinet approval on 22 October 2022, the intention remains that the Council (and other partners) make land available for development subject to the best consideration test being met (based on an independent red book valuation).
6. The Agreements were entered into on the understanding that the Council would explore the scope for Section 106, additional business rates and Community Infrastructure Levy being reinvested into further strategic infrastructure, land purchase and/or equity investments across the wider regeneration area where appropriate and in line with existing frameworks about their use and in line with a Reinvestment Strategy, as reported to Cabinet in October 2022. The Strategy will be formally adopted as part of further legal agreements.
7. In October 2022, Cabinet also authorised the Executive Director for 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 the West of England Combined Authority: (a) the establishment of a joint venture arrangement (comprising a corporate body) to drive the delivery of BTQ and (b) the appointment of a joint delivery partner, noting that further Cabinet approval would be sought to any transfer of BCC functions or responsibilities to the JV body.
8. Temple Quarter Phase 1 is identified red on plan at Appendix A1. Temple Quarter Phase 2 is identified on plan at Appendix A2.

#### PROGRAMME UPDATE

9. Since the last report to Cabinet on Temple Quarter in October 2022, the following progress has been made:
  - **Eastern Entrance** – the construction of the new Eastern Entrance to Bristol Temple Meads station has now begun. The Implementation Agreement between the CA and NR was signed on 29 September 2023. The main works have now commenced, with completion anticipated in Q1 2025. The entrance will open in September 2026 alongside the University of Bristol’s new Enterprise Campus.
  - **Southern Gateway and Northern Entrance** – both projects have completed the RIBA Stage 2 design stage. RIBA Stage 3 is due to commence later this year, subject to approvals.
  - **Temple Island** – bids have been received for the procurement of a contractor for the main package of enabling works to prepare the site for development, with the appointed contractor anticipated to be on site in early 2024. Works to restore the historic river walls are ongoing, and improvement works to the A4 access road are due to begin this month. Legal & General are continuing work to develop plans for the delivery of new homes, office space, public realm, and a hotel on the site once the enabling works are completed.
  - **University of Bristol** - The University of Bristol is making strong progress on the construction of its main academic building on Cattle Market Road, with the piling completed and the work on schedule. The wider campus development area is also taking shape, with work on the nearby Research Hub ongoing. On Friday 8 September, the new Dental School on Avon Street was officially opened by constituency MP, Thangam Debbonaire. The £36m state-of-the-art school provides some 119 dental chairs, radiography services, instrument sterilisation facilities, clinical simulation teaching rooms, seminar and IT teaching rooms, and staff and student social spaces. Free dental treatment for the local community by undergraduate students, under the supervision of qualified clinical dentists, will

be available at the new site. This service will double the daily availability of emergency dental appointments in the local area.

- **Masterplanning and placemaking** – a tender process was undertaken to procure a masterplanning consultant for Phase 1 and Phase 2. The masterplanner will focus on Phase 2 and connectivity in and around the Phase 1 area, with the commission expected to last around 12 months. A placemaking consultant has also been recently appointed. This consultant will help to define what good placemaking looks like in the Temple Quarter and wider Bristol context. Both the masterplan and placemaking will be shaped by input from Councillors, residents, interest groups, and other stakeholders starting later in 2023.
- **Inclusive Growth Strategy** – Scoping work is underway to develop an Inclusive Growth Strategy for Temple Quarter. This brings together the proposed Social Value and Employment & Skills Strategies together into a more holistic and joined up piece of work which:
  - Sets a clear sense of purpose for the future of Temple Quarter as an economy.
  - Prioritises the delivery of inclusive outcomes in the future delivery and operation – both in terms of direct outcomes for individual residents, and in terms of overall community integration and wellbeing more broadly.
  - Explores practical considerations around employment land and future commercial strategy (e.g. the Innovation District concept and future inward investment approaches).

This approach will provide a more coherent narrative to inform parallel work on the masterplan and place strategy. It also aligns closely with the emerging inclusive growth strategy for Bristol as a whole, while also recognising the role of Temple Quarter in delivering benefits and change for the wider West of England region. It will provide a mechanism to identify specific areas of thematic delivery to help ensure that these are tangible and deliverable.

- **Communications and engagement** - Since the last update to Cabinet in May 2023, the project's comprehensive programme of public engagement has continued. Managed by the Joint Delivery Team, with support from the council's Community Development team, the team has engaged with community and interest groups, key stakeholders from different sectors across the city-region, statutory bodies, and local, regional, and national political figures.

## THE TEMPLE QUARTER JOINT DELIVERY VEHICLE

10. The establishment of a Temple Quarter Joint Delivery Vehicle (JDV) will formalise the long-standing collaborative working arrangements that are already in place under the Memorandum of Understanding signed in February 2021 between the Council and its Temple Quarter delivery partners Homes England, West of England Combined Authority and Network Rail (BTQ Partners).
11. Earlier this year, HE appointed Eversheds Sutherland to advise the BTQ Partners on the constitutional and governance arrangements to establish the JDV alongside land and planning matters (including land assembly) and the procurement of a development partner (DP).
12. The BTQ Partners intend to establish the JDV by January 2024 and commence the procurement process to select the DP shortly thereafter. The expectation is that each BTQ Partner will participate in the JDV as a shareholder and (where they hold land) will commit their Phase 1 land assets as identified Appendix 2 to the JDV to enable the JDV to run the procurement process for the DP. However, it should be noted that each BTQ Partner's participation in the JDV and (where they hold land) their land commitment is subject to their individual approvals processes. There is a risk, therefore, that one or more of the BTQ Partners is either (i) not able to secure its approvals or (ii) not able to secure its required approvals in time for the expected launch of the JDV in January 2024. There is a minimum requirement for the BTQ landowning partners to commit their relevant Phase 1 assets contractually even where they are not able to secure approval for their participation in the JDV. If a BTQ Partner's approval for its participation in the JDV follows

after the expected JDV launch date, the JDV structure is flexible enough to enable a BTQ Partner to join as a shareholder at a later date once it has secured its required approvals. The key principles for the JDV are set out below.

13. The JDV will continue for the duration of the Temple Quarter Programme. This is likely to be for a period of 15 years although flexibility is being retained for longer if agreed in writing by all BTQ Partners, who are members of the JDV (JDV Partners).
14. The legal form of the JDV is likely to be a Limited Company, subject to confirmation of all JDV Partners.
15. The JDV will initially be funded via Investment Funding and Infrastructure Grant.
16. The JDV's remit is to secure the comprehensive regeneration and delivery of BTQ. It will be responsible for developing and managing the overall programme as envisaged in the Collaboration Agreement and Grant Funding Agreement. In the first five years, the JDV will deliver the workstreams identified in Appendix A3. It is intended that the JDV will secure a Development Partner (DP) to work alongside JDV to transform BTQ.
17. The JDV will work to an agreed Business Plan. The initial Business Plan will be agreed by each of the JDV Partners prior to the JDV being formally established. Approval is sought to authorise the Executive Director for Growth & Regeneration to approve the final initial JDV Business Plan. Only material variations will thereafter require each JDV's Partner's approval. The JDV Business Plan will be grounded in the council's Corporate Plan and the Development Framework endorsed by Cabinet on 2 May 2023.

#### **JDV GOVERNANCE:**

18. The current JDV governance proposals are attached at Appendix A4 these will continue to be negotiated with partners and approved by the Executive Director in the final legal documentation to be developed to reflect those terms and in the initial JDV Business Plan.

#### **JDV WORKSTREAMS AND LIABILITIES**

19. The JDV will principally provide project management services to facilitate comprehensive regeneration in line with the activities set out in Appendix A5. It will not be taking on any capital or development risk. A DP will be procured by the JDV to deliver agreed infrastructure items and developments. Development risk will rest with the future DP who will be responsible for delivery of Phase 1 and subsequent phases subject to further council approvals. It will be the JDV who contracts with the DP (not any individual JDV/BTQ Partner). Therefore, where the DP has a claim, it will make that claim against the JDV.
20. Upon the JDV entering into contract with the DP, there will be a series of conditions that will need to be met prior to commencing development ("conditions precedent"). These are likely to relate to assembling and securing land and achieving vacant possession, planning approvals, securing any highways consents, procuring a construction contract and confirming funding/viability. The majority of these will sit with the DP. Once these conditions are met and the legal agreements go "unconditional", land will be transferred to and be developed by the DP. (This will initially only apply to Phase 1 land as set out in Paras 30-32). Should the conditions not be met the development does not proceed, with each party bearing its own cost.
21. Once a development (or infrastructure) plot is drawn down by the DP, the DP will be responsible for all delivery risk and the achievement of housing and commercial outputs in line with the Grant Funding Agreement, and set out in the JDV/DP contractual arrangements, other than in connection with the Retained Infrastructure items being delivered under the Grant Funding Agreement (i.e. items retained for delivery by one or other of the BTQ Partners themselves rather than the DP). The JDV will require the DP to provide the necessary guarantees to the JDV at the time of entering into the contract.

22. In terms of obligations and liabilities for the JDV opposite the DP, these will predominantly relate to the delivery of the Phase 1 “Retained Infrastructure” items (either works or funding being made available) and the delivery of land – as set out in Appendix I.
23. In respect of the Phase 1 Infrastructure Items under the Grant Funding Agreement, the delivery (and risk allocation) is currently dealt with through the Collaboration Agreement (as explained in the October 2022 Cabinet report).
24. The risks associated with delivery of land (once the required conditions have been satisfied to enable the land to be drawn down by the JDV/DP) will be dealt with through the option agreement between the JDV and the relevant landowner.
25. The expectation is that the DP will take over responsibility for most (but not all) of the grant funded infrastructure packages.
26. There will be residual risks that cannot be backed off and which will remain with the JDV. (For example, not providing the DP with an approval/instruction in time; a delay in approving a reserved matter in time; or giving an incorrect instruction or approval to the DP). These risks within the JDV will be mitigated in the following ways:
- through the contractual arrangements with the DP - through first capping liability otherwise unanimously agreed by all JDV Partners and limiting loss claims to specific heads of loss (e.g. preventing claims for loss of profit or loss of opportunity) and with a transparent claims process (to include early notification of/details of claims);
  - the JDV Board ensuring robust governance and risk management is in place. Alongside appropriate disputes/deadlock procedures (e.g. a second/casting vote in favour of the Independent Chair) to mitigate the impact of delayed decisions/approvals required to be given by the JDV that affect infrastructure delivery and the DP, there will be a Risk and Audit Committee that will meet bi-annually to review and assess JDV risks;
  - where external consultants are required using experienced consultants with appropriate levels of insurance;
  - employing experienced staff and good operational programme management working closely with the DP so to efficiently manage the development programme and resolve issues proactively as and when they arise; and
  - through the JDV Business Plan and subject to the Risk and Assurance Committee approval, being able to utilise capital receipts to help insulate JDV Partners risks associated with delivery.
27. It has been suggested that the DP may require some form of financial guarantee in respect of JDV commitments. Whether and to what level will be a matter of negotiation. If this becomes necessary, it is proposed that this guarantee is provided by the Council and/or the West of England Combined Authority. (The scope and terms of any guarantee will need to be agreed by the Executive Director for Growth and Regeneration and Director of Finance, with back to back indemnity arrangements secured from the JDV Partners. Any guarantee would need to be capped. Further details of how the JDV obligations and liabilities will be addressed is set out in confidential Appendix I.

#### **JDV LAND CONSOLIDATION AND ECONOMIC CONTRIBUTIONS / RETURNS – Phase 1 & 2**

28. To ensure the comprehensive regeneration of the BTQ area, the BTQ Partners have agreed to pool their land holdings. Each BTQ Partner will agree with the JDV option arrangements for parcels of land within their ownership so that the land will come under the effective control of the JDV and then be drawdown for infrastructure or development across the regeneration programme as a whole.
29. There will be differing levels of conditionality for each of those option agreements depending on use, timing and location of land. There will be land valuation undertaken shortly before entering into the option

agreements and the JDV will secure a further valuation at the point of draw down to assess open market value at that time. The valuation for the purposes of the option agreement will determine the value of each BTQ Partner's land contribution to the scheme and will be used to determine their share in economic returns. The valuation at the point of option agreement will be at market value and will be used for demonstrating best consideration under section 123(1) Local Government Act 1972. The methodology for valuation has been agreed and Deloitte has commenced the required RICS Red Book open market valuations. The date for valuation (i.e. options agreement) is proposed as 31 December 2023, being shortly before the land is expected to be optioned. This approach accords with the finance comments in the October 2022 Cabinet paper.

30. By agreeing to create the JDV, the Council is agreeing to put in place options over its Phase 1 land (as identified red on plan at Appendix A1) in favour of the JDV and which would allow the JDV to control the Council land (subject to meeting certain agreed conditions). It is expected that any land option will allow the JDV to call for a long leasehold interest (which will be passed to the DP). A second option is being considered to be used thereafter to allow the JDV to call for the freehold reversion – this will ensure an agreed long term stewardship strategy can be implemented across the project. With the exception of Temple Square which will be disposed of this year to generate an in-year capital receipt. In respect of Phase 2 the anticipation is that the Council's ownership within Phase 2 will follow the same approach as Phase 1 land and be committed to the scheme upon approval of the Phase 2 Outline Business Case. Further approval will be sought from Cabinet to put the Phase 2 Land into the JDV.
31. Each BTQ Partner will be issued with loan notes in respect of their contributions to the JDV at the point that those contributions are made (i.e. land transferred/funding advanced). The loan notes in respect of land contributions will be issued to the value of the December 2023 land valuation carried out by Deloitte plus interest accrued to the land draw down date. Once loan notes are issued, they will be interest bearing with such interest being rolled up until they are repaid. The BTQ Partners will have the option to fund further acquisitions within the regeneration area to ensure the delivery of the programme and adjustments will be made to reflect that investment.
32. As approved by Cabinet in the October 2022 paper, the Council has agreed in principle that all proceeds of sale from the Phase 1 sites are reinvested into strategic infrastructure, (including flood defence), land purchase and/or equity investments to ensure comprehensive regeneration of Phase 2 (in line with the Reinvestment Strategy) and this will be confirmed in legal agreements. The Phase 1 receipts will be held by the JDV until reinvested into Phase 2. All land contributions (plus other contributions i.e. operational grant funding to made available by a BTQ Partner) will all be used to calculate BTQ Partner's ultimate return profile at the end of the scheme (noting that this is subject to the terms of the Grant Funding Agreement which regulates what happens in the event that Phase 2 does not proceed). As set out in the draft Reinvestment Strategy, the Council is also being asked to consider making additional contributions towards the programme, including CIL, S106 Agreement and additional business rates. No decision has yet been made on this and whether or not any such contributions count toward a Partner's return profile (and the Strategy has yet to be finalised); and the Council needs to be conscious of the limitations and conditions attached to each of these funding sources, in determining the extent to which they can form part of the funding arrangements.
33. In respect of Phase 2, the JDV will develop an Outline Business Case and Delivery Strategy with the support of the DP to continue the comprehensive regeneration of BTQ area. To help facilitate this, the JDV will utilise the capital receipts from Phase 1 where required to unlock development, focusing on strategic infrastructure that supports the delivery of flood infrastructure, creating long term jobs opportunities and delivering tangible community benefit alongside land assembly.
34. Approval is sought for the JDV to lead property negotiations for the whole of the Council land interest in Phase 2 on behalf of the Council working closely with the BCC property team and reporting to the relevant BCC Director until completion and approval of the Outline Business Case. Thereafter it is envisaged further Cabinet approvals will be sought to enter into option agreements for all BCC land within Phase 2 in favour

of the JDV and make that land available to the programme as anticipated by the Collaboration Agreement and Grant Funding Agreement arrangements. In this regard, the Phase 2 land will be valued on the same basis that the Phase 1 land is to be valued just before the Phase 2 land is contractually committed to the JDV by the relevant BTQ Partners (Phase 2 Partners).

#### **EXIT**

35. Each JDV Partner will have the right to exit the JDV and not to participate in Phase 2.
36. It is envisaged that the Outline Business Case for Phase 2 will come forward for approval prior to Phase 1 having been delivered. Consequently, a JDV Partner who wishes to exit the JDV will be required to provide a statement of its intent not to participate in Phase 2 at the point that the Outline Business Case for Phase 2 comes forward for approval. Whilst the JDV Partner will be entitled to (but not required to) remain a JDV Shareholder and be involved in Phase 1 decisions, it will not be entitled to be involved in any Phase 2 decisions, including approval of the Outline Business Case for Phase 2. Having given its statement of intent to exit, the relevant Shareholder shall be required to exit the JDV once Phase 1 has been delivered.
37. If a JDV Partner gives notice of its intent to exit, (i) interest will cease to accrue on its Phase 1 investment (i.e. loan notes), (ii) it will not partake in profits from Phase 1 and Phase 2 (where Phase 2 goes ahead) and (iii) it will not be repaid loan notes until the end of Phase 2 (where Phase 2 goes ahead). There will be no distribution of receipts at the end of Phase 1 where Phase 2 is going ahead with any distribution following completion of the project.
38. Should Phase 2 not proceed, the Phase 1 capital receipts will be paid back to the individual partners in accordance with the Reinvestment Strategy. Unexercised options will fall away.

#### **JDV – OPERATIONAL FUNDING AND RESOURCING**

39. The JDV will need to be adequately funded to so that it can deliver the JDV workstreams and administer the JDV including company secretarial/accounting functions alongside other resources – e.g. people/staff, office space, HR/back-office function. It is envisaged that JDV HR, finance and procurement functions will be provided by the CA on behalf of the JDV Partners, subject to CA approval.
40. An Operational Staffing Structure for the JDV is being updated and will be agreed by the JDV Partners at the outset (which will be attached to the JDV Member Agreement or will form part of the JDV Business Plan) and the JDV will engage staff in line with the Operational Staffing Structure. Certain changes are reserved back to the JDV Partners as a Reserved Matter.
41. It is envisaged that the JDV will employ staff in line with the Operational Staffing Structure and that certain of the JDV Partners will second staff to the JDV. The application of TUPE in respect of individuals currently engaged on the BTQ Project is under review.
42. In relation to operational funding, the Infrastructure Grant Funding Agreement provided by Homes England alongside the Investment Funding secured by the Council from the CA funds the existing team and to resource additional posts within the Joint Delivery Team to deliver the Phase 1 Infrastructure Items. A cashflow model has been developed which forecasts future expenditure and JDV income.
43. Homes England has provided a further £0.550m funding support over the last two years to support the capacity of the team on the set-up of the JDV, procurement of the Joint Delivery and progressing the inclusive growth strategies that are the central to the programme.
44. Further funding is being sought by the JDV from the CA to enable it to develop the Outline Business Case for Phase 2 (working closely with the council teams, particularly on the flood and employment delivery

strategies) alongside ensuring that the JDV is adequately resourced to deliver the Business Plan and meet its obligations.

45. In this regard, Cabinet is asked to note that the Council has entered into a cost sharing arrangement with Homes England on 30 August 2023 to secure the necessary legal and financial resources to advise and drive forward the JDV set up and DP procurement in accordance with the delegation provided by Cabinet in October 2022. Cabinet authorised 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”. These costs are funded from the Investment Funding secured from CA.
46. It is proposed that the balance of the Investment Funding is made available to the JDV following its set up to enable it to operate effectively and efficiently.

#### **PROCUREMENT OF JOINT DELIVERY PARTNER**

47. Following Cabinet’s approval last October, the BTQ Partners have been working with strategic property advisors Deloitte to prepare the proposition to the market to secure the DP. To help inform that proposition and the procurement strategy, the JDT and Deloitte have undertaken pre-market engagement. This process demonstrated that there is significant market interest in the Temple Quarter development opportunity; including an appetite to work with the BTQ partners beyond Phase 1 to secure the ambition for BTQ.
48. To deliver on the vision and objectives for BTQ, it is currently intended to procure a master developer who can provide comprehensive regeneration and placemaking capability to support the JDV in delivering the ambition. It is anticipated the delivery partner for Phase 1 will be contracted via a Development Agreement (DA), with the potential for this to evolve into a Joint Venture (JV) for Phase 2 subject to further JDV Partner approvals. For Phase 1, the delivery partner will take on delivery responsibility following appointment after a procurement process. For Phase 2, the delivery partner is likely to provide development advice until the scheme is sufficiently progressed for it to take on delivery, subject to further approvals.
49. The procurement process is anticipated to be launched in early Spring 2024. It will be led by the JDV. The evaluation criteria and the contracting strategy/principles for the DP will be based on the vision and objectives of BTQ and the exact composition of the evaluation panels will depend upon the finalised evaluation methodology.
50. It is anticipated that the evaluation panels will be selected to ensure those with the most relevant experience will be appointed across the JDV Partners. The contracting principles for the DP will be approved separately by the JDV Partners and need to be followed by the JDV unless otherwise agreed by all JDV Partners.

#### **TEMPLE ISLAND ENABLING WORKS UPDATE**

51. An update on Temple Island was provided to Cabinet in February and October 2020, March, October and December 2021, October 2022, and May 2023. The full reports are available on the Council website.
52. Project progress since that reported at the May 2023 Cabinet meeting can be summarised as follows:
- Granted status by LPA (Local Planning Authority) for the Remediation, Utilities and Fill works submitted December 2022.
  - Consent granted for first planning condition relating to the Remediation Implementation Plan.
  - Inclusion of the District Heating installation into the Main Works package.
  - Undertaken procurement of the Main Works contract in an open market tender.
  - Site Remediation and Structural Fill work packages completed RIBA Stage 4.

- Received quotations back from utilities statutory authorities to secure services to the site.
- The second procurement package for the river wall repairs (final repair works) was awarded April 2023 and commenced on site in June 2023.
- Completed final set of ecology surveys (including bat surveys) in advance of remediation works.
- Brought into scope the University of Bristol Common Infrastructure Works (works at the interface between the UoB development and Temple Island) and commenced RIBA 3 design.
- Complete plot 12 emergency access road highways works.
- Engagement with L&G technical team throughout the Enabling Works design stages.
- Established a workstream with BCC Parks and Green Spaces to offset the biodiversity loss on other sites within Bristol.

53. Planned project progress for next 12 months:

- Discharge associated pre-commencement planning conditions.
- Award Main Works contract, mobilise on site.
- Procurement of fill material and materials for utilities and district heating works by Contractor.
- Establish the first phase of the groundwater decontamination works and utilities reinforcement.
- Joint supervision of the district heating works with Bristol City Leap (Vattenfall).
- Complete River Wall Repairs work package by December 2023.
- Undertake feasibility study of biodiversity net gain (BNG) sites in Bristol and work with Parks & Green Spaces during their public consultation. Submit the Landscape and Ecological Management Plan (LEMP) to the LPA.
- Continued engagement with L&G technical team throughout the Enabling Works construction stage and L&G planning application process.

Re-baseline programme and cost:

54. The project programme has been elongated (see update programme in Figure 1 below) since the baseline position was last reported. This is due to the following factors:

- Inclusion of the UoB common infrastructure works. There have also been further changes in cost categories where cost has been moved from one category to another. This is due to the inclusion of the Common Infrastructure works. Contingency funding has been allocated for these. Further contingency has been re-allocated to BCC Fees for an air space levy paid to the Crown Estate for access, and to Professional Fees for additional warranty coverage.

55. Please refer to high level cost plan in Figure 2 below to show the cost plan presented at the May 2023 Cabinet and current plan.

56. 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. In Cabinet Paper October 2022, Cabinet authorised 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 (including contracts over £0.5m) and procure and award all contracts within the funding envelope. It also authorised amendments to the cost plan to be made 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.

57. 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 CA joint committee. While the project is in the process of finalising the construction details for 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.



58. Due to the changes to programme and cost a Change Request has been submitted to the Combined Authority, which was approved by S151 Officer in October 2023. It is pending approval at Committee. The project also wishes to make Cabinet and the Combined Authority aware of a future change of Scope to the project. The project requires to offset the biodiversity loss with a biodiversity net gain (BNG) strategy. A new workstream will be created using contingency funds, to procure the offset the loss of 21 units of BNG on alternative sites in the National Character Area, to meet planning conditions. Currently the project is building an estimate of the cost and programme for this workstream therefore we do not have the full information to include at this stage. The project is confident that this can be included within the project envelope and programme without need for additional funds or time.

Figure 1: Temple Island Enabling Works – High Level Programme

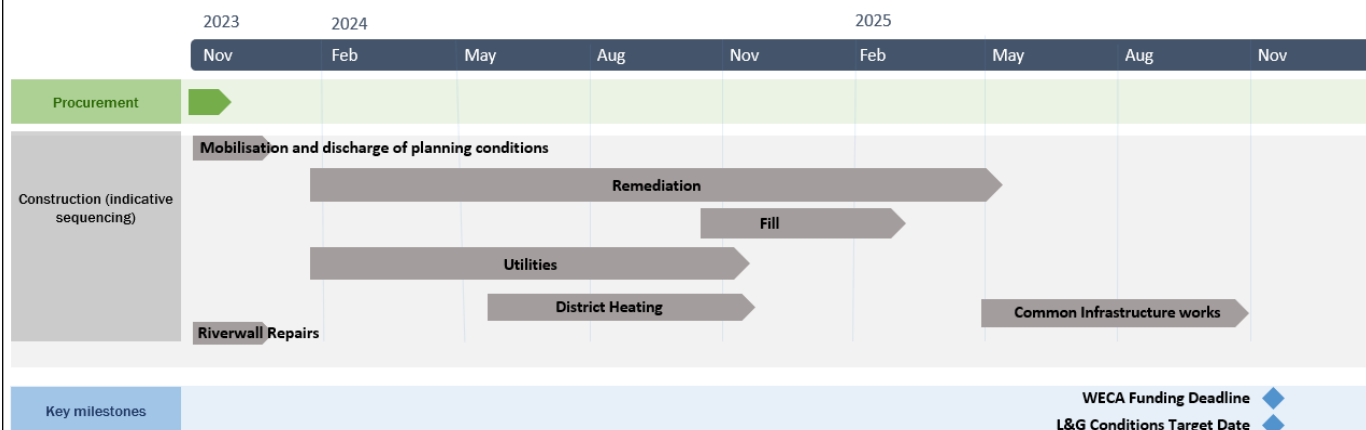


Figure 2: Temple Island Enabling Works – High Level Costs

	Oct-22	May-23
Professional Fees	£ 4,871,731	£ 5,225,087
BCC Fees	£ 1,601,876	£ 1,737,376
A4 Slip Road Improvements	£ 500,000	£ 500,000
Residual contamination	£ 7,625,000	£ 7,625,000
Utilities	£ 5,040,418	£ 5,040,418
Structural Fill	£ 1,440,000	£ 1,440,000
River wall repairs	£ 1,035,700	£ 1,035,700
Haul Road	£ 220,000	£ 220,000
Common Infrastructure Works	Not included	£ 1,020,747
Risk/Contingency	£ 9,423,098	£ 7,913,495
Inflation	£ 242,177	£ 242,177
	£ 32,000,000	£ 32,000,000

## ENVIRONMENTAL IMPACT ASSESSMENT

**BCC's Environmental Impact Assessment has determined significant beneficial impacts from the proposal:** The Temple Quarter Redevelopment presents significant opportunities to create Net Zero neighbourhoods that are resilient to the effects of climate change and support ecological recovery in the city. These opportunities will be realised through the adoption of the One City Climate and Ecological Strategy targets into the Joint Delivery Vehicle governance arrangements and Temple Quarter Business Plan.

**BCC's Environmental Impact Assessment has determined significant negative impacts from the proposal:** The scale of Temple Quarter Redevelopment Programme means that there will be large volumes of carbon, waste, and ecological impacts associated with the development activities. These will be partially mitigated through the

incorporation of One City Climate and Ecological targets into the Joint Delivery Vehicle Business Plan. Other impacts and benefits will emerge as the project and masterplan progress, it is therefore critical that BCC environmental and ecological targets remain central in the ongoing design process.

**Cabinet Member / Officer Recommendations:**

That Cabinet:

1. Endorses the approach set out for the establishment of the Joint Delivery Vehicle and matters related thereto, and authorises the Executive Director of Growth and Regeneration in consultation with the Director of Finance, the Deputy Mayor and Cabinet member for Finance, Governance, Property and Culture and Director Legal and Democratic Services to finalise the arrangements for the JDV and thereafter enter into the Shareholders' Agreement and associated documentation with all other BTQ Partners or, if they are unable to secure their approvals with one or more of the BTQ Partners;
2. Authorises the Executive Director Growth and Regeneration in consultation with the Director of Finance to agree the terms for, and thereafter conclude, option agreements (and associated documentation) with the JDV for parcels of land within council ownership within Phase 1 (as identified at Appendix A1) subject to satisfaction of the best consideration test being met under section 123(1) Local Government Act 1972;
3. Authorises the Executive Director of Growth and Regeneration in consultation with the Director of Finance to approve the JDV Business Plan once completed;
4. Authorises the BTQ JDV, once established to develop the Outline Business Case and Delivery Strategy for Phase 2 (as defined in Appendix A2) for approval by Cabinet;
5. Authorise the BTQ JDV once established, to lead property negotiations for the whole of the Council's land interest in Phase 2 on behalf of the Council, reporting to the relevant Council Director in anticipation of seeking further Cabinet approval to enter into option agreements for those sites to make that land available to the programme and the DP [in accordance with the approved Business Case for Phase 2];
6. Authorises the Executive Director of Growth and Regeneration in consultation with the Director of Finance to approve the procurement strategy, (including the evaluation criteria and contracting principles) for the selection of the DP, and to agree the framework for the JDV to lead, secure and enter into contract with the DP;
7. Authorises the Executive Director of Growth and Regeneration in consultation with Director of Finance to make the balance of the Grant Funding (secured from the Investment Fund) available to the JDV following its set up;
8. Authorises the Executive Director of Growth and Regeneration in consultation with Director of Finance to agree any consequential changes to the Collaboration Agreement, the Grant Funding Agreement and associated documentation as a result of entering into the above arrangements;
9. Agrees in principle to the Council acting as guarantor of the JDV in relation to its commitments to the DP, subject however to the Executive Director for Growth and Regeneration, Director of Finance and Director of

Legal and Democratic Services agreeing its scope and terms, including an acceptable cap on liability;

10. Agree in principle to the Council making available Community Infrastructure Levy funds, funding secured through S106 Agreements, and relevant retained business rates income from the TQ development site, as detailed in the Reinvestment Strategy, subject however to the Executive Director for Growth and Regeneration in consultation with the Director of Finance, being satisfied that doing so is not inconsistent with relevant limitations, conditions or regulations impacting on the use of these funds;
11. Note that the shareholder representative function for the JDV reserved matters will be exercised by the Council's existing nominated delegate for such matters, which is consistent with how it makes shareholder reserved matter decisions in respect of its significant wholly and part-owned entities;
12. Note the Council's intention to dispose of Temple Square; and
13. Note the Temple Island Enabling Works project update and that a further update will be provided to Cabinet in Spring 2024.

#### **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:**

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; consultation on the draft Bristol Temple Quarter Development Framework will take place in late 2022/early 2023. 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 around the proposed regeneration. An increase in business engagement is planned, and a.

**Background Documents:**

- [November 2017 cabinet paper item 11](#)
- [July 2019 cabinet paper item 8](#)
- [February 2020 cabinet paper item 16](#)
- [October 2020 cabinet paper item 8](#)
- [March 2021 cabinet paper item 9](#)
- [October 2021 cabinet paper item 8](#)
- [December 2021 cabinet paper item 11](#)
- [October 2022 cabinet paper item 13](#)
- [May 2023 item 10](#)

<b>Revenue Cost</b>	£	<b>Source of Revenue Funding</b>	Grant Funding – WECA
<b>Capital Cost</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:**

Please see Appendix G.

**Finance Business Partner:**

**2. Legal Advice:**

The report develops the proposals set out in the October 2022 report, particularly in respect of the establishment of the proposed Joint Delivery Vehicle (JDV). Cabinet approved this approach and authorised the Executive Director to negotiate the details of the JDV with partner bodies. Those negotiations continue, but significant progress has been made as detailed in the report. The report summarises the proposed governance arrangements. It also expands on other matters touched on in the October report, in connection with the commitments in respect of land holding (requiring option agreements to secure the land for the JDV); funding of the JDV (which includes WECA funding, but also the Council contributing CIL and business rates enhancements – which requires cabinet approval); the business planning process and the selection of the proposed development partner (for the whole of TQ – phases 1 and 2). On the latter element it is accepted that a compliant procurement exercise will be followed. Authority is sought for the Executive Director to agree the detail of the procurement strategy, including the selection criteria. It should be noted that the Business Plan, once the initial plan is approved by each Partner (and authority to do this for the Council is to

be delegated to the Executive Director), will not require further Partner level approval unless there is a material change.

It should also be noted that the Option arrangements will also include the transfer of certain functions from the Council to the JDV – essentially in connection with any disposals relating to the sites (in order that the JDV can ensure the sites are available for the development in accordance with the TQ programme). The terms upon which the Council will commit its land to the project (through the option agreements) will ensure that it meets its obligations under S123(1) of the Local Government Act 1972 regarding securing best consideration.

The Council and WECA may be asked to provide a guarantee as detailed in the exempt appendix. Authority for the Executive Director (with support from Head of Finance and Head of Legal) to agree the provision of, and terms of, any such guarantee is requested.

It is anticipated that the Delivery Partner will assume some of the responsibilities of the partners in the Collaboration Agreement (CA) (eg delivery plans and infrastructure works) and also thereby access the grant funding. It is unclear whether any of this will require any amendments to the CA, or indeed the Grant Funding Agreement between HE and WECA, but if it does the Executive Director is to be authorised to agree the necessary amendments.

Any use of funds from CIL, S106 Agreements or business rates, will need to be compliant with any conditions attached to the use of those funding streams.

The position regarding the Joint Delivery Team and the JDV is still under discussion. Where the Transfer of Undertaking (Protection of Employment) Regulations 2006 apply the Council will ensure the requirements of the Regulations are met including ensuring any affected Council staff are appropriately consulted ahead of any transfer.

**Legal Team Leader:** Eric Andrews, Legal Services 25 October 2023

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

**IT Team Leader:** Alex Simpson – Lead Enterprise Architect –25 September 2023

**HR Implications:** The provisions of the Transfer of Undertakings (Protection of Employment) Regulations 2006 including consultation and the Council’s relevant HR policies will be applied to any affected Council staff who may be in scope to transfer following review

**HR Partner:** Celia Williams, HR Business Partner, 30 October 2023

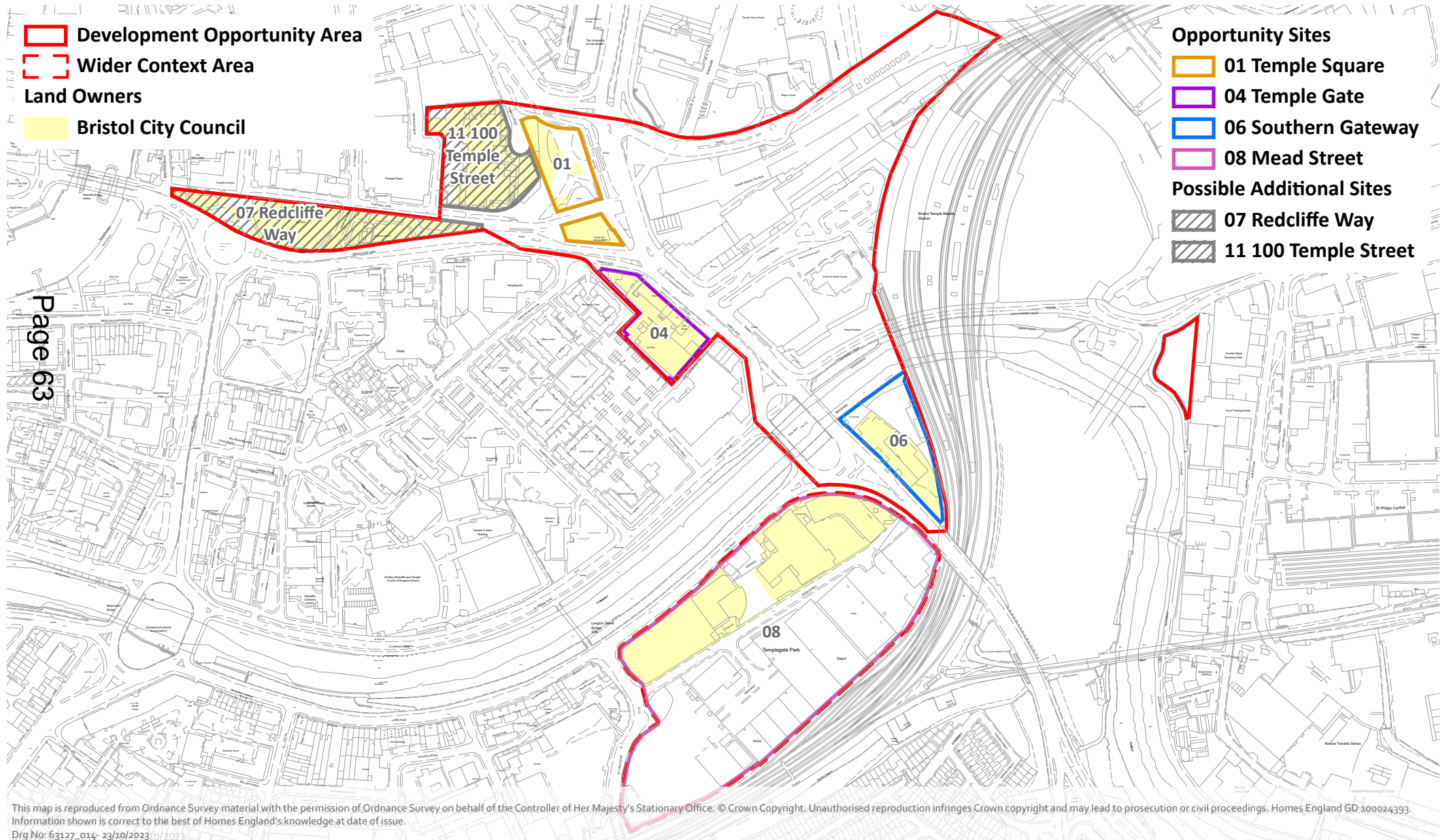
<b>EDM Sign-off</b>	John Smith, Interim Executive Director Growth and Regeneration	18 August 2023
<b>Cabinet Member sign-off</b>	Mayor’s Office	28 September 2023
<b>For Key Decisions - Mayor’s Office sign-off</b>	Mayor’s Office	9 October 2023

<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>	<b>YES</b>
<b>Appendix G – Financial Advice – to follow</b>	<b>YES</b>

<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information - to follow</b>	<b>YES</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 Temple Quarter - Phase 1 - BCC Ownership







## Temple Quarter Cabinet Report - November 2023

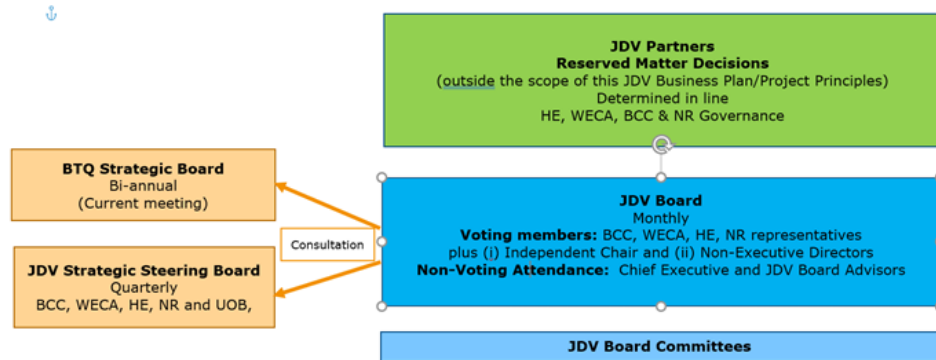
### Appendix 3

#### Joint Delivery Vehicle Remit:

- 1) Project managing the delivery of the Phase 1 Infrastructure items in line with GFA and Collaboration Agreement;
- 2) The procurement, selection and entering into contractual arrangements with the strategic joint delivery partner. The JDV will contract with and be the on-going interface with the JDP in line with the requirements of the JDV Business Plan and will be responsible for
  - a. running the procurement process for the JDP including down selection, evaluation and JDP selection in accordance with the JDP Evaluation Criteria set out within the Procurement Strategy;
  - b. finalising the financial, legal and operational terms with the JDP (and other commercial matters) in line with the JDP Contracting Principles to be approved as part of the Procurement Strategy;
  - c. approvals to be provided in relation to the JDP delivery obligations (e.g. approvals to extensions of time, approval of the JDP Business Plans developed for the scheme provided they are in line with the JDV Business Plan);
- 3) All land matters including land assembly, acquisitions and management of land within the regeneration area in accordance with JDV Business Plan. This includes drawdown of land/licences/freehold interests from the BTQ landowning partners pursuant to the option agreements that will be entered into between those partners and the JDV and assembling / acquiring land to deliver the programme. This will also include working with Partners to look at opportunities to activate the sites in advance of development to generate activity;
- 4) The development of a) the BTQ wide masterplan and b) Strategic Outline Business Case and delivery strategy that ensures the integration and comprehensive regeneration across both Phases 1 and Phase 2 in accordance with the Development Framework endorsed by Cabinet earlier this year and the Memorandum of Understanding signed by the JDV Partners in 2021 alongside the emerging Local Plan. This will include an overarching land strategy; a comprehensive public transport and car parking strategy; waste strategy and flood resilience plan;
- 5) Developing and implementing the social value and employment and skills strategy that provides tangible benefits to Bristol and the region;
- 6) The JDV will manage and oversee the further investment into strategic infrastructure within Phase 2 from the Phase 1 receipts, working closely with the council infrastructure and employment teams, in line with the JDV Business Plan approved by Cabinet and JDV Partners.

## Temple Quarter Delivery Strategy Appendix A4

1. The proposed JDV governance structure is as follows:



2. The proposed constitutional and voting arrangements are as follows:

- Each JDV Partner will appoint a Director to the Board;
- Each Director will have one vote each (i.e. equal voting);
- An Independent Chair will be appointed at the outset, and Non-Executive Directors will be appointed to bring additional expertise and scrutiny to the programme;
- The maximum number of appointees to the Board will be 9;
- Decisions will be made by majority voting with the intention that Independent Chair has a second/casting vote to avoid deadlock;
- A Director from each JDV Partner will be required to be in attendance for any meeting to be quorate with an inquorate meeting being adjourned to another day and the quorum at that meeting requiring a lesser number of JDV Partner directors;
- Where a JDV Director has a conflict, they will be excluded from voting on the relevant matter;
- There will be a list of reserved matters which will require unanimous shareholder/partner approval. It is intended that a shareholder representative function is established in each Partner so that such decisions can be approved speedily by the relevant shareholder/Partner (Noting that a Cabinet/relevant council committee decision may be required in the case of a reserved matter reaching key decision threshold). These will include, and not be limited to, the following:
  - the initial JDV Business Plan and any material variations to the JDV Business Plan;
  - any updates to the JDV Business Plan which are not consistent with the Project Principles; and deviation from or variation to Project Principles.
  - Appointment/removal of the Chair or Chief Executive.
  - Expanding the JDV's business / JDV investing in another business or company [or forming subsidiary vehicles]
  - Entering into a joint venture, partnership or other profit sharing arrangement with a person [save for the DP arrangements or where such arrangements are in line with the DP Contracting Principles].
  - Material variation to the Delivery Partner Evaluation Criteria.
  - Entering into any transaction or arrangement outside of the ordinary course of business.

- Contractual expenditure of the JDV over a certain threshold.
  - Admission of new partners to the JDV
  - External borrowing, encumbrances and related matters.
  - Appointment of and change to auditors and accounting reference date.
  - Approving and changing bank mandates.
  - Winding up the JDV.
  - Giving notice of termination of material arrangements.
3. In addition to the existing BTQ Strategic Board, a Steering Board will be established and held on a quarterly basis comprising representatives from the JDV Partners to provide a smaller focussed forum to advise on strategic matters and the delivery programme.
  4. The JDV will provide a biannual progress update to Cabinet across all workstreams moving forward, via a designated client function which BCC will establish to support relations with the entity.

## Temple Quarter Delivery Strategy

### Appendix A5

1. The JDV will be responsible for
  - Preparing and implementing the JDV business plan
  - Delivering vacant possession strategy for the infrastructure and development plots in accordance with the agreed phasing plan, land acquisition strategy and delivery plan
  - Requesting use of CPO / appropriation powers as required to deliver VP and a developable title subject to the required approvals
  - Facilitating the drawdown of Grant Funding and management of retained GFA obligations to avoid GFA default
  - Monitoring the appropriate utilisation of grant funding by the DP
  - Delivery of infrastructure plots in line with the Grant Funding Agreement
  - Supporting the agreed stakeholder and community engagement strategy
  - Providing the DP with a masterplan and placemaking strategy
  - Meanwhile uses
  - Long term stewardship
  
2. The DP will be responsible for:
  - Supporting the JDV in implementing a land acquisition strategy
  - Developing and implementing a phasing strategy
  - Preparing and implementing a planning strategy including achieving planning consent
  - Preparing and implementing an estate management strategy
  - Delivery of infrastructure plots as agreed
  - Delivery of site wide infrastructure works, as specified by the JDV
  - Drawdown of development plots in line with the phasing plan and satisfaction of conditions precedent (including GFA conditions precedent)
  - Providing the necessary equity and debt funding for pre-construction, construction and leasing phases of development plots and to meet agreed minimum housing and commercial outputs
  - Undertaking construction works on all development plots and specified infrastructure plots
  - Identification of and securing end occupiers / purchasers
  - Responsible for marketing, leasing and sale of the completed development
  - Clearing conditions precedent
  - Supporting the preparation of the JDV business plan
  - Appointment of necessary consultants and sub-contractors
  - Budgeting and financial management
  - Risk management
  - Surveys and site investigations
  - Statutory consents
  - Meanwhile uses
  - Reporting to the JDV
  - Assisting with VP strategy and the negotiation for the acquisition of interests (not including cash flowing)
  - Assisting with CPO process (and providing a CPO indemnity)



# Temple Quarter Risk Register

## Negative Risks that offer a threat to Temple Quarter 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
	<b>Planning applications determined in advance of masterplan.</b>	Developers want to progress sites quickly, particularly in St. Philip's Marsh, and we are aware of a number of submissions or sites being looked at by developers with the view to submitting planning applications in the near future.	Developments are determined without consideration of the emerging masterplan, so limiting the likelihood of them according with the principles and ambitions of the partnership.	Open		Project management/reputation	JDT	Work towards getting the Masterplan completed as soon as possible. Liaise with internal BCC departments, including planning to keep them updated on progress and key requirements of the masterplan. Maintain an open and honest dialogue with the developers and encourage them to wait until the masterplan is completed.	Improving	1	3	3	1	3	3	Sep-23
	<b>Negative public perception of proposals in the paper</b>	Lack of public understanding of proposals	Programme becomes less popular in eyes of the public, media and key stakeholders	Open		Reputation	JDT	Proactive, positive briefings with key stakeholders, members and media. Explain proposals clearly in terms of who, what, why	Improving	1	1	1	1	1	1	Sep-23
	<b>Proposals for change not aligned with updated Local Plan</b>	Planning policy in the process of being updated	Proposals for change not in alignment with Local Plan and thus carry limited weight in planning decision making	Open		Reputation	JDT	Liaise closely with Strategic planning team at BCC during preparation of proposals and masterplan. Ensure aligned with Local Plan review.	Static	2	3	6	2	3	6	Sep-23
	<b>Identified infrastructure is not delivered, such as flood infrastructure.</b>	Lack of funding to deliver necessary infrastructure. Also, new developments may not contribute to infrastructure if there is not a mechanism in place to secure it or developments are not viable.	Key infrastructure needed to deliver the programme, especially in relation to flood infrastructure in St. Philip's Marsh.	Open		Reputation/project management	JDT	Along with the Bristol Avon Flood Strategy, look at mechanisms to secure developer contributions towards new infrastructure. Monitor planning applications coming forward in the area and their contribution to infrastructure. If infrastructure cannot be delivered due to viability, consider other funding sources which can support delivery.	Static	2	3	6	2	3	6	Sep-23
	<b>Joint Delivery Company is not established</b>	Not endorsed by Cabinet	Risk to comprehensive regeneration and delivery of world-class placemaking	Open		Reputation/project management	JDT	Proactive, positive briefings with key decision makers in Bristol and the region. Explain proposals clearly in terms of who, what, why	Improving	1	3	3	1	3	3	Sep-23
	<b>JDC not adequately resourced</b>	Not enough funding to effectively staff the JDC	Risk to comprehensive regeneration and delivery of world-class placemaking	Open		Project management	JDT	Funding in place from WECA grant. Seek further funding to continue project at pace	Improving	2	3	6	2	3	6	Sep-23
	<b>Phase 1 infrastructure costs exceed budgets</b>	Design proposals under development and subject to change; material costs may increase due to inflation	Costs exceed current budgets, requiring value engineering, descoping, or risking delivery	Open		Project management	JDT	Monitor processes for project estimating through design development and monitoring of market trends and inflationary indices	Improving	2	3	6	1	3	3	Sep-23
	<b>Consents not secured for infrastructure works</b>	Railway, planning and environmental consents required to deliver infrastructure projects	Projects cannot be delivered without securing necessary consents	Open		Project management	JDT	Produce consenting strategy, undertake wide stakeholder engagement	Improving	2	3	6	1	3	3	Sep-23

# Equality Impact Assessment [version 2.12]



Title: Temple Quarter Cabinet update – November 2023	
<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: Abigail Stratford
Service Area: Regeneration	Lead Officer role: Head of Regeneration

## 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 EQIA is related a Cabinet paper for Temple Quarter and is needed as part of the decision pathway process.</p> <p>Temple Quarter sits at the heart of Bristol – it is being taken forward by a partnership of Bristol City Council, Homes England, Network Rail and the West of England Combined Authority . With the upgrade and regeneration of Bristol Temple Meads station at its centre, the proposals for Temple Quarter aim to transform over 130 hectares of brownfield land over the next 25 years into a series of thriving, well-connected mixed-use communities. The regeneration of the area aims to create 10,000 new homes, thousands of new jobs and bring £1.6bn annual income to the city economy.</p> <p>This update to Cabinet gives a general update on the programme since the last update in May 2023. It also seeks approval for the proposed constitutional arrangements for a Temple Quarter Joint Delivery Vehicle (JDV) and the Temple Quarter Business Plan.</p>
--

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

<input checked="" 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: Temple Quarter is a major scheme likely to have a city wide impact as it is delivered and in future.		

### 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]

The Temple Quarter programme will transform 130 hectares of central Bristol with new homes, jobs, and public spaces. This will have an impact on quality of life, standard of living, access to housing and services and so on. Creation of a Joint Delivery Vehicle will drive the programme forward into the delivery phase.

We are aware of existing disparities for people in Bristol based on their protected and other relevant characteristics which we will aim to mitigate where possible through our overall approach. Any potential impact of communities will be monitored and taken into considerations as each part of the programme is progressed.

## 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: [How we measure equality and diversity \(bristol.gov.uk\)](http://bristol.gov.uk)

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 \(sharepoint.com\)](http://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 \(sharepoint.com\)](http://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](#)

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
2021 Census data on ethnicity citywide	2021 Census Asian or Asian British 31271 6.6% Black or Black British 27886 5.9% Mixed or multiple ethnic groups 21120 4.5% White Other 44891 9.5% White British 338251 71.6% Other ethnic background 9043 1.9% (Black Asian and minority ethnic) 18.9%
2021 Census data on gender citywide	49.6% male; 50.4% female
2021 Census data on proportion of population with a	81,000 have a long-term illness or disability



long-term illness or disability citywide																																																													
2017 mid-year population estimates	670 people lived in the area covered by the development framework																																																												
Business engagement carried out October to December 2022	People who work in the area. 46% of jobs in the Temple Quarter area are filled by people who live within 5km of the area. St Philip's supports approximately 4,400 jobs																																																												
<u>Quality of Life 2020-21 — 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. Some examples are set out below. The aim of the Temple Quarter programme is to reduce these disparities and improve the quality of life both within Temple Quarter and in the rest of the city.</p> <table border="1"> <thead> <tr> <th>Quality of Life Indicator</th> <th>% for whom lack of transport options prevents them from leaving their home when they want to</th> </tr> </thead> <tbody> <tr> <td><b>Characteristic</b></td> <td><b>% Percentage</b></td> </tr> <tr> <td>16 to 24 years</td> <td>38.9</td> </tr> <tr> <td>50 years and older</td> <td>20.7</td> </tr> <tr> <td>65 years and older</td> <td>21.5</td> </tr> <tr> <td>Female</td> <td>25.7</td> </tr> <tr> <td>Male</td> <td>24.4</td> </tr> <tr> <td>Disabled</td> <td>34.1</td> </tr> <tr> <td>Black Asian &amp; Minority Ethnic</td> <td>33.8</td> </tr> <tr> <td>White Minority Ethnic</td> <td>31.9</td> </tr> <tr> <td>White British</td> <td>23.0</td> </tr> <tr> <td>Asian/Asian British</td> <td>36.3</td> </tr> <tr> <td>Black/Black British</td> <td>13.0</td> </tr> <tr> <td>Mixed Ethnicity</td> <td>36.8</td> </tr> <tr> <td>White</td> <td>24.1</td> </tr> <tr> <td>Lesbian Gay or Bisexual</td> <td>36.0</td> </tr> <tr> <td>No Religion or Faith</td> <td>25.9</td> </tr> <tr> <td>Christian Religion</td> <td>22.6</td> </tr> <tr> <td>Other Religions</td> <td>28.5</td> </tr> <tr> <td>Carer</td> <td>24.9</td> </tr> <tr> <td>Full Time Carer</td> <td>24.6</td> </tr> <tr> <td>Part Time Carer</td> <td>25.0</td> </tr> <tr> <td>Single Parent</td> <td>20.1</td> </tr> <tr> <td>Two Parent</td> <td>22.6</td> </tr> <tr> <td>Parent (all)</td> <td>22.3</td> </tr> <tr> <td>No Qualifications</td> <td>23.2</td> </tr> <tr> <td>Non-Degree Qualified</td> <td>22.9</td> </tr> <tr> <td>Degree Qualified</td> <td>26.2</td> </tr> <tr> <td>Rented (Council)</td> <td>23.1</td> </tr> <tr> <td>Rented (HA)</td> <td>20.4</td> </tr> </tbody> </table>	Quality of Life Indicator	% for whom lack of transport options prevents them from leaving their home when they want to	<b>Characteristic</b>	<b>% Percentage</b>	16 to 24 years	38.9	50 years and older	20.7	65 years and older	21.5	Female	25.7	Male	24.4	Disabled	34.1	Black Asian & Minority Ethnic	33.8	White Minority Ethnic	31.9	White British	23.0	Asian/Asian British	36.3	Black/Black British	13.0	Mixed Ethnicity	36.8	White	24.1	Lesbian Gay or Bisexual	36.0	No Religion or Faith	25.9	Christian Religion	22.6	Other Religions	28.5	Carer	24.9	Full Time Carer	24.6	Part Time Carer	25.0	Single Parent	20.1	Two Parent	22.6	Parent (all)	22.3	No Qualifications	23.2	Non-Degree Qualified	22.9	Degree Qualified	26.2	Rented (Council)	23.1	Rented (HA)	20.4
Quality of Life Indicator	% for whom lack of transport options prevents them from leaving their home when they want to																																																												
<b>Characteristic</b>	<b>% Percentage</b>																																																												
16 to 24 years	38.9																																																												
50 years and older	20.7																																																												
65 years and older	21.5																																																												
Female	25.7																																																												
Male	24.4																																																												
Disabled	34.1																																																												
Black Asian & Minority Ethnic	33.8																																																												
White Minority Ethnic	31.9																																																												
White British	23.0																																																												
Asian/Asian British	36.3																																																												
Black/Black British	13.0																																																												
Mixed Ethnicity	36.8																																																												
White	24.1																																																												
Lesbian Gay or Bisexual	36.0																																																												
No Religion or Faith	25.9																																																												
Christian Religion	22.6																																																												
Other Religions	28.5																																																												
Carer	24.9																																																												
Full Time Carer	24.6																																																												
Part Time Carer	25.0																																																												
Single Parent	20.1																																																												
Two Parent	22.6																																																												
Parent (all)	22.3																																																												
No Qualifications	23.2																																																												
Non-Degree Qualified	22.9																																																												
Degree Qualified	26.2																																																												
Rented (Council)	23.1																																																												
Rented (HA)	20.4																																																												

Rented (Private)	35.3
Owner Occupier	22.3
Most Deprived 10%	26.7
<b>Bristol Average</b>	<b>25.1</b>
	<a href="#">Source: Quality of Life survey (March 2023)</a>

Quality of Life Indicator	% satisfied overall with their current accommodation
Characteristic	% Percentage
16 to 24 years	76.0
50 years and older	89.1
65 years and older	90.7
Female	86.3
Male	82.3
Disabled	73.9
Black Asian & Minority Ethnic	74.2
White Minority Ethnic	72.2
White British	87.4
Asian/Asian British	75.3
Black/Black British	76.8
Mixed Ethnicity	71.9
White	85.6
Lesbian Gay or Bisexual	79.5
No Religion or Faith	85.6
Christian Religion	85.7
Other Religions	67.5
Carer	81.6
Full Time Carer	77.3
Part Time Carer	83.2
Single Parent	72.7
Two Parent	88.0
Parent (all)	86.1
No Qualifications	83.8
Non-Degree Qualified	80.2
Degree Qualified	85.9
Rented (Council)	72.1
Rented (HA)	61.9
Rented (Private)	71.1
Owner Occupier	90.8
Most Deprived 10%	76.6
<b>Bristol Average</b>	<b>84.2</b>
	<a href="#">Source: Quality of life survey (March 2023)</a>

Additional comments:

The scale of the Temple Quarter regeneration programme, including the anticipated number of new homes and new jobs, its role as a major public transport hub and gateway location for the city centre, and its future role as a place to visit and spend time in – suggest there will be impacts spread over a wide geography, certainly Bristol-wide and further afield in the west of England.

The Temple Quarter development framework (endorsed by Cabinet in May 2023) proposes a large number of interventions to deliver jobs and homes. The nature, geographic scope and scale of impacts will differ according to the nature of intervention proposed, but it is expected the impacts will be large-scale and long-lasting.

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

The recent engagement and consultation on the draft Development Framework identified some specific concerns with change and how this takes place, specifically for disabled people and for older people, identifying considerations for both the construction phases and the long-term benefits of the change itself.

There are areas of high deprivation that border the Temple Quarter area some of which are in the 10% most deprived areas of the country. Lawrence Hill has a higher-than-average number of ethnic minority communities, with higher poverty levels (see data below). Engagement and consultation with communities within Lawrence Hill has identified considerations for taking the regeneration forward which could benefit these neighbouring communities.

The main findings from the engagement and the consultation that ran from 10 January until 8 March 2023 can be found here [Bristol Temple Quarter Development Framework Consultation | Ask Bristol Consultation and Engagement Hub](#)

**Lawrence Hill ward data:**

	Bristol Average	Lawrence Hill
Black, Asian and Minority Ethnic Groups	18.9%	57.1%
Car Availability	26.2%	47.9%
Child Poverty Levels	21.8%	46.6%
Claimant Count	33.5%	72.0%
Crime	5.3 per 1,000	9.4 per 1,000
Mental Health Wellbeing	6.7%	2.3%
Premature Mortality	377.5 per 1,000	600.1 per 1,000

Out of 9 Lower Super Output Areas, Lawrence Hill has 7 rated in England decile 1 – most deprived.

**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 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.

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.

We do not have complete data on the jobs and who is filling those jobs across the Temple Quarter regeneration area. A piece of engagement work with businesses in the St Philip's Marsh area took place between October and December 2022. This sought to find out more about the businesses that are in the area, their aspirations and how many people they employ. This is being used as baseline information about businesses. Across the Temple Quarter area 46% of jobs are filled by those that live within 5km of the area.

## 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.

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 a change process 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.

### **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
- 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.
- A comprehensive engagement with businesses in St Philip's Marsh was conducted in Autumn 2022 included a survey, door knocking and meetings
- Round table meetings

### **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.

- Regularly walking tours of Temple Quarter have been available for businesses, individuals and organisations to book – on a weekly basis since October 2022 until March 2023.
- Continuing opportunities for schools/university engagement: including tours and workshops for schools and universities

### **Consultation on the draft Temple Quarter Development Framework**

Consultation took place on the Temple Quarter Development Framework from 10 January to 8 March 2023.

#### **Online/paper survey:**

Information was broken into four sections, with a survey for each section, plus an interactive map for St Philip's Marsh and two ideas boards for Temple Meads, City Gateway and Friary North, and St Philip's Marsh respectively:

- 136 responses to Overview
- 115 responses to Temple Meads, City Gateway and Friary North
- 79 responses to St Philip's Marsh
- 58 responses to Temple Gate
- 94 comments on the St Philips map (from 20 individuals)
- Temple Meads, City Gateway and Friary North Ideas Board: 24 interactions (8 comments, 16 likes)
- St Philip's Marsh Ideas Board: 15 interactions (10 comments, 5 likes)

#### **Written submissions**

- 40 Submissions by email, from individuals, those responding via Easy Read, developers, landowners, transport groups, businesses, interest groups and organisations including Natural England, Historic England, Sustrans, Environment Agency, Bristol Older People's Forum.

#### **Creative engagement**

Three creative commissions to reach less-heard from groups and activate consultation activities and events.

- Commission 1 aimed to activate consultation drop-in events.
- Commission 2 aimed to reach communities in the Barton Hill area.
- Commission 3 aimed to engage with young people in and around Temple Quarter.
- 469 people spoken to as part of the creative engagement.
- 14 events took place as part of commissions 1 and 2.
- 6 films were produced by students as part of commission 3 who engaged with 206 people, including 86 young people and numerous businesses in St Philip's Marsh.
- A final celebration event was held to screen the students' films and mark the end of the consultation. This was attended by 86 people.

#### **Events and briefings**

- 27 events and briefings with feedback recorded speaking to approximately 330 people.

#### **Young People**

- In addition to the creative commission 3 described above, three groups of young people were directly engaged with, including University of the West of England geography students, A-level students from St Mary Redcliffe and Temple School, and a workshop with students taking part in Design West's *Shape My City* programme

Throughout the engagement and consultation process, the team worked to ensure no groups were excluded due to disability or other barriers, such as language. Consultation documents were available in Easy Read and translations were available upon request. Workshops were held within communities, such as at the Wellspring Settlement in Barton Hill, to give easy access to information in communities who don't always engage with planning consultations. Temple Quarter also holds quarterly Temple Quarter Accessibility Advisory Group (TQAAG) meetings with a broad range of members from the access community, including Bristol Older People's Forum, Centre for Deaf and Hard of Hearing, WECIL and other individuals with access needs. Information is given in plain English and BSL interpreters are provided. The groups also gives advice on making engagement more accessible, which is used to shape future sessions. We also hosted a bespoke facilitated session for the Centre for Deaf and Hard of Hearing at Engine Shed.

## 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.

An extensive public engagement programme has been carried out on the Temple Quarter project so far (as above). A key part of the overall delivery strategy will be to continue to engage with stakeholders and the community to hear their views and use this feedback to shape the proposals that come forward for Temple Quarter. If a Joint Delivery Vehicle is created, this approach would continue.

### 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 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.

**GENERAL COMMENTS** (highlight any potential issues that might impact all or many groups)

The impact of the Temple Quarter project – adverse or beneficial – will become clearer as each individual infrastructure project is progressed.

Adjacent communities to the Temple Quarter regeneration area have identified a number of factors that need to be considered affecting all groups with protected characteristics, but with particular relevance to young people and those from ethnic minority backgrounds, who make up a proportionately higher percentage of the Lawrence Hill ward. These include whether the housing will be for local people and whether local people will have the opportunity to take new jobs that will be created. Whether the new neighbourhood will provide services, leisure and opportunities for the residents of neighbouring areas, and whether transport improvements will enable greater access to opportunities.

Other feedback has included concern from access groups about changes to the station and physical access to it. Although not directly relevant to this cabinet paper, it is something we are acutely aware of and working to mitigate wherever possible through the design work that is ongoing.

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.

**PROTECTED CHARACTERISTICS**

Age: Young People

Does your analysis indicate a disproportionate impact? Yes  No

Potential impacts:	Impact to be monitored as more detailed proposals are developed. TQ is a long-term project with opportunities for young people in future, which need to be considered at any early stage to ensure they are baked in.
Mitigations:	Engagement and consultation to take place at all stages of project
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Works may have impact on accessibility particularly changes to access arrangements at Temple Meads station.
Mitigations:	Access will 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:	Works may have impact on accessibility particularly changes to access arrangements at Temple Meads station.
Mitigations:	Access needs to be considered at the earliest possible stage in planning of works and we will continue engaging with the TQAAG.
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Impact to be monitored.
Mitigations:	Engagement and consultation to take place at all stages of project
<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:	Engagement and consultation to take place at all stages of project
<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:	Engagement and consultation to take place at all stages of project
<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:	Engagement and consultation to take place at all stages of project
<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:	Engagement and consultation to take place at all stages of project
<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:	Engagement and consultation to take place at all stages of project
<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:	Engagement and consultation to take place at all stages of project
<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:	Engagement and consultation to take place at all stages of project
<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:	Engagement and consultation to take place at all stages of project
<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:	Engagement and consultation to take place at all stages of project

### 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 Temple Quarter project's ambition is to create a place that is good for everyone to live, work and spend time. We will seek feedback from different groups about what this means to them. An overall aim of the wider Temple Quarter project is to advance equality of opportunity for all, both in terms of access to housing and jobs, as well as creating new community and public spaces, and improved travel infrastructure. One stated aim is to create a place where communities can come together, and this will help to foster good relations. We are also developing a Social Value strategy and Employment & Skills strategy, both of which will identify opportunities for enhancing access to opportunities in the area.

## 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:

Consultation and engagement which has been carried out recently has identified areas which need to be considered in the next stages of taking this programme of work forward in terms of access for all, impacts on different communities, and creating a place that works for all. Ongoing discussion and involvement in the development of plans will help to mitigate any negative impacts.

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

Consultation activity has identified some key concerns that some people with protected characteristics have. These will be considered when taking forward more detailed designs for individual projects. Ongoing consultation and engagement will continue to inform the opportunities we may have to promote the duty.

### 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 and considered as part of the development of more detailed plans	JDT Programme Director	Ongoing
A comprehensive programme of continued engagement will take place to ensure that voices, including those with protected characteristics are heard	JDT Programme Director	Ongoing
Continue to work with the Temple Quarter Accessibility Advisory Group	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 project, 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> 
Date: 15/9/2023	Date: 15.9.2023

<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.



# Environmental Impact Assessment [version 1.0]

<b>Proposal title: Temple Quarter Update</b>		
<b>Project stage and type:</b> <input type="checkbox"/> Initial Idea Mandate <input type="checkbox"/> Outline Business Case <input type="checkbox"/> Full Business Case		
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service	<input type="checkbox"/> New	<input type="checkbox"/> Changing
<input checked="" type="checkbox"/> Other [please state]	<input checked="" type="checkbox"/> Already exists / review	
<b>Directorate: Growth and Regeneration</b>	<b>Lead Officer name: Karen Mercer, Abigail Stratford</b>	
<b>Service Area: Regeneration</b>	<b>Lead Officer role: Head of Regeneration</b>	

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

The purpose of this Environmental Impact Assessment is to help you develop your proposal in a way that is compliant with the council’s policies and supports the council’s strategic objectives under the [One City Climate Strategy](#), the [One City Ecological Emergency Strategy](#) and the latest [Corporate Strategy](#).

This assessment should be started at the beginning of the project proposal process by someone with a good knowledge of the project, the service area that will deliver it, and sufficient influence over the proposal to make changes as needed.

It is good practice to take a team approach to completing the Environmental Impact Assessment. See further [guidance](#) on completing this document. Please email [environmental.performance@bristol.gov.uk](mailto:environmental.performance@bristol.gov.uk) 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. Please use plain English, avoiding jargon and acronyms.

Temple Quarter sits at the heart of Bristol – it is being taken forward by a partnership of Bristol City Council, Homes England, Network Rail and the West of England Combined Authority. With the upgrade and regeneration of Bristol Temple Meads station at its centre, the proposals for Temple Quarter aim to transform over 130 hectares of brownfield land over the next 25 years into a series of thriving, well-connected mixed-use communities. The regeneration of the area aims to create 10,000 new homes, thousands of new jobs and bring £1.6bn annual income to the city economy.

This update to Cabinet gives a general update on the programme since the last update in May 2023, in which the Temple Quarter Development Framework was endorsed. It also seeks approval for the proposed constitutional arrangements for a Temple Quarter Joint Delivery Vehicle (JDV) and the Temple Quarter Business Plan.

### 1.2 Will the proposal have an environmental impact?

Could the proposal have either a positive or negative effects for the environment now or in the future? If ‘No’ explain why you are sure there will be no environmental impact, then skip steps 2-3 and request review by sending this form to [environmental.performance@bristol.gov.uk](mailto:environmental.performance@bristol.gov.uk)

If ‘Yes’ complete the rest of this assessment.

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

### 1.3 If the proposal is part of an options appraisal, has the environmental impact of each option been assessed and included in the recommendation-making process?

If 'Yes' please ensure that the details of the environmental impacts of each option are made clear in the pros and cons section of the [project management options appraisal document](#).

<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Not applicable	[please select]
------------------------------	-----------------------------	--	-----------------

If 'No' explain why environmental impacts have not been considered as part of the options appraisal process.

## Step 2: What kinds of environmental impacts might the project have?

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. See detailed [guidance documents](#) for advice on identifying potential impacts.

### Does the proposal create any benefits for the environment, or have any adverse impacts?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support our corporate environmental objectives and the wider [One City Climate and Ecological Emergency strategies](#).

Consider how the proposal creates environmental impacts in the following categories, both now and in the future.

**Reasonable efforts should be made to quantify stated benefit or adverse impacts wherever possible.**

Where the proposal is likely to have a beneficial impact, consider what actions would enhance those impacts. Where the proposal is likely to have a harmful impact, consider whether actions would mitigate these impacts.

Enhancements or mitigation actions are only required when there is a likely impact identified. Remember that where enhancements or mitigation actions are listed, they should be assigned to staff and appropriately resourced.

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many categories)		
<p>The method of construction sits outside the scope of the Framework, and although The Development Framework requires development to be built using sustainable construction methods, this is not considered as part of this cabinet report. Further detail on construction will be covered through planning and a full statutory Environmental Impact Assessment of individual projects as they are developed.</p> <p>The main request for cabinet is to approve the JDV that has delegated authority, this has the potential to have an environmental impact through the constitutional arrangements, governance and level of ambition or the JDV. It is important that through procurement, development of contracts and monitoring and measurement criteria that the commitments of BCC and commitments of the city (as described in the ENV targets) are included.</p>		
<p><b>ENV1 Carbon neutral: Emissions of climate changing gases</b></p> <p>BCC has committed to achieving net zero emissions for its direct activities by 2025, and to support the city in achieving net zero by 2030.</p>	<p><b>Benefits</b></p>	<p>By virtue of its sustainable location with a range of facilities, services and major transport hubs within walking distance, its regeneration will support reduced reliance on the private car.</p> <p>Through constitutional and governance arrangements for the JDV ensure the commitments of the One City Climate and Ecological Strategies are included as requirements of the Temple Quarter business plan and master plan development, maximising opportunities for net zero, climate resilience and biodiversity net gain.</p>

<p>Will the proposal involve transport, or the use of energy in buildings? Will the proposal involve the purchase of goods or services? If the answer is yes to either of these questions, there will be a carbon impact.</p> <p>Consider the scale and timeframe of the impact, particularly if the proposal will lead to ongoing emissions beyond the 2025 and 2030 target dates.</p> <p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> No impact</p>	<p><b>Enhancing actions</b></p>	<p>The Temple Quarter programme is seeking in the future to create and build on a Sustainability Strategy and Social Value Strategy to maximise its sustainability credentials.</p> <p>To further reduce the reliance on the private car, the Development Framework, endorsed by Cabinet in May 2023, seeks to encourage a low car use, and improve active travel routes throughout the area and connecting into adjacent areas in the city. Masterplanning, due to commence in late 2023, will further encourage sustainable travel through, around and in/out of the regeneration area.</p> <p>In addition, the key first phase of the regeneration programme is to improve Temple Meads as a major city and regional transport hub which will further encourage more sustainable modes of travel.</p> <p>The Development Framework also seeks to limit car parking, where possible, and promote and encourage other more sustainable forms of travel. And encourages the use of car clubs. Finer detail of these plans TBC in later phases of the project.</p>
	<p><b>Persistence of effects:</b>    <input type="checkbox"/> 1 year or less                      <input type="checkbox"/> 1 – 5 years                      <input checked="" type="checkbox"/> 5+ years</p>	
	<p><b>Adverse impacts</b></p>	<p>The regeneration of Temple Quarter will increase requirements for new buildings to support the proposed uses and increase the population of the area which could result in more car trips. There will be a significant amount of embodied carbon associated with realising the regeneration of Temple Quarter.</p>
	<p><b>Mitigating actions</b></p>	<p>Where parking is to be provided, it is envisaged that EV charging capabilities will be provided in accordance with planning requirements. Connectivity to be looked at in masterplanning process.</p> <p>The existing TQ Development Framework seeks to encourage the development of sustainable buildings, aiming for flexible and adaptable, net zero carbon and climate resilient development. As mentioned above it is important to ensure this is embedded into the procurement and contractual and governance arrangements with the JDV. This includes encouraging developers to minimise the emissions of Co2 through efficient building design. The Development Framework encourages new development to link up to the heat district network which is also a planning requirement.</p>
<p><b>Persistence of effects:</b>    <input type="checkbox"/> 1 year or less                      <input type="checkbox"/> 1 – 5 years                      <input checked="" type="checkbox"/> 5+ years</p>		
<p><b>ENV2 Ecological recovery: Wildlife and habitats</b></p> <p>BCC has committed to 30% of its land being managed for nature and to halve its use of pesticides by 2030.</p> <p>Consider how your proposal can support increased space for nature, reduced use of pesticides, reduce pollution to waterways, and reduce consumption of products</p>	<p><b>Benefits</b></p>	<p>Temple Quarter is a wholly brownfield regeneration site located in central Bristol with Temple Meads Station at its centre. It is a suitable location for an intensified mixed-use residual and employment regeneration scheme.</p> <p>There are no legally protected sites or habitats within the area.</p>
	<p><b>Enhancing actions</b></p>	<p>The endorsed Development Framework encourages significant improvements to the biodiversity of the site including:</p> <ul style="list-style-type: none"> <li>• Provision of additional green space.</li> <li>• Creation of green infrastructure network across the site.</li> <li>• Increased opportunities for soft landscaping.</li> <li>• Increased opportunities for Suds.</li> <li>• Encourages retention of existing trees and replacement</li> </ul>

<p>that undermine ecosystems around the world.</p> <p>If your proposal will directly lead to a reduction in habitat within Bristol, then consider how your proposed mitigation can lead to a biodiversity net gain. Be sure to refer to quantifiable changes wherever possible.</p> <p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> <b>No impact</b></p>		<p>planting where appropriate.</p> <p>Future Masterplanning will look to give further detail on improvements to wildlife and habitats in the TQ area.</p> <p>The Development Framework encourages the creation of a green infrastructure network across the site which will support the creation of wildlife corridors. This includes the provision of green roofs and walls to maximise the biodiversity benefits of the new buildings. The Masterplanning process will explore this further.</p> <p>Through constitutional and governance arrangements for the JDV ensure the commitments of the One City Climate and Ecological Strategies are included as requirements of the Temple Quarter business plan and master plan development, maximising opportunities for net zero, climate resilience and biodiversity net gain.</p>
	<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input checked="" type="checkbox"/> 5+ years</p>	
	<b>Adverse impacts</b>	<p>While the development will primarily take place on brownfield land, there will be adverse impacts on existing biodiversity from development. For example, the Temple Island site current has significant biodiversity and is having to look at offsite mitigation to meet Biodiversity Net Gain requirements</p>
	<b>Mitigating actions</b>	<p>Retention of trees will be prioritised through the masterplanning exercise and in the Development Framework. Complimentary planting will be used to support biodiversity net gain across the programme area.</p>
	<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input checked="" type="checkbox"/> 5+ years</p>	
<p><b>ENV3 A cleaner, low-waste city: Consumption of resources and generation of waste</b></p> <p>Consider what resources will be used as a result of the proposal, how they can be minimised or swapped for less impactful ones, where they will be sourced from, and what will happen to any waste generated</p>	<b>Benefits</b>	
	<b>Enhancing actions</b>	
	<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input checked="" type="checkbox"/> 5+ years</p>	
	<b>Adverse impacts</b>	<p>The Development Framework encourages the regeneration of the area for housing and commercial uses which will result in an increased amount of household waste within the development area, however the proposal itself is not directly responsible for household waste generation.</p> <p>Redevelopment of the area will involve the generation of significant levels of waste associated with construction works.</p>

<p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> <b>No impact</b></p>	<p><b>Mitigating actions</b></p>	<p>Developments through the planning application process will be required to demonstrate they are appropriately managing waste by providing waste storage in accordance with the city's waste management requirements. There is potential that Temple Quarter will consider waste management in more detail through an area strategy or in relation to Masterplanning commencing in late 2023.</p> <p>All development projects will be subject to waste management plans as required under planning conditions.</p>
<p><b>Persistence of effects:</b>    <input type="checkbox"/> 1 year or less                      <input type="checkbox"/> 1 – 5 years                      <input checked="" type="checkbox"/> 5+ years</p>		
<p><b>ENV4 Climate resilience: Bristol's resilience to the effects of climate change</b></p> <p>Bristol's climate is already changing, and increasingly frequent instances of extreme weather will become more likely over time.</p> <p>Consider how the proposal will perform during periods of extreme weather (particularly heat and flooding).</p> <p>Consider if the proposal will reduce or increase risk to people and assets during extreme weather events.</p> <p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> <b>No impact</b></p>	<p><b>Benefits</b></p>	<p>The endorsed Development Framework encourages significant improvements to the biodiversity which also increases the climate resilience of the site by providing increased natural shade and cooling, including:</p> <ul style="list-style-type: none"> <li>• Provision of additional green space.</li> <li>• Creation of green infrastructure network across the site.</li> <li>• Increased opportunities for soft landscaping.</li> <li>• Increased opportunities for Suds.</li> <li>• Encourages retention of existing trees and replacement</li> </ul>
<p><b>Enhancing actions</b></p>	<p>Through constitutional and governance arrangements for the JDV ensure the commitments of the One City Climate and Ecological Strategies are included as requirements of the Temple Quarter business plan and master plan development, maximising opportunities for net zero, climate resilience and biodiversity net gain.</p> <p><a href="#">The Keep Bristol Cool mapping tool</a> should be used when Masterplanning and shading should be incorporated into the planning process.</p>	
<p><b>Persistence of effects:</b>    <input type="checkbox"/> 1 year or less                      <input type="checkbox"/> 1 – 5 years                      <input type="checkbox"/> 5+ years</p>		
<p><b>Adverse impacts</b></p>	<p>The regeneration programme is dependent on flood mitigation and we're working closely with the BAFs team to find solutions that support new development as well as improving public/natural amenities and a flood strategy is being developed for the area.</p> <p>The area is classed as High or Very High risk for outdoor exposure factors in the Keep Bristol Cool mapping tool. Increasing the intensity of use of the site could have adverse effects by introducing more hard surface (including vertical surfaces), trapping heat in street canyons, increasing human related heat production in the area.</p>	
<p><b>Mitigating actions</b></p>	<p>The endorsed Development Framework and emerging masterplan seek to encourage the development of green space and connected green infrastructure across the Temple Quarter area which also increased opportunities for soft landscaping opportunities across the site, including opportunities for SuDs features. As proposals come forward for each area as part of the Masterplanning process the requirements will be better defined, as was the case in the Mead Street Development Brief (endorsed by Cabinet in August 2022).</p> <p>Masterplanning will take into consideration the latest Met Office projections for Bristol's changing climate <a href="#">CSSP city pack BRISTOL (metoffice.gov.uk)</a> and incorporate appropriate mitigations for excessive heat.</p>	

		Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input checked="" type="checkbox"/> 5+ years			
<p><b>Statutory duty:</b> <b>Prevention of Pollution to air, water, or land</b></p> <p>Consider how the proposal will change the likelihood of pollution occurring to air, water, or land and what steps will be taken to prevent pollution occurring.</p> <p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> <b>No impact</b></p>	<b>Benefits</b>	A high-level assessment of previous land uses informed the Development Framework, and it was concluded the area is likely to have contamination and remediation is likely to be required in the future.			
	<b>Enhancing actions</b>	Further investigation, however, is needed via the planning process and mitigation measures may be required. Development here will ensure that any contaminated land will be remediated as per the requirements of the Env Protection Act / planning.			
			Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input checked="" type="checkbox"/> 5+ years		
	<b>Adverse impacts</b>	<p>The construction of the future regeneration proposals could result in dust and spillages, etc.</p> <p>Increased heavy vehicle movements during the construction phases may have a negative impact on local air quality.</p> <p>The nature of the proposals encouraged by the Development Framework will increase foul drainage requirements.</p>			
	<b>Mitigating actions</b>	<p>Appropriate and safe construction management plans will be a requirement of the planning process, where necessary.</p> <p>Standard practices regarding wheel washing will be required where appropriate.</p> <p>Future development will be required through the planning process to demonstrate they can effectively and safely drain the proposals and work closely with Wessex Water to ensure appropriate capacity is planned into the network at an early stage</p> <p>Increased permeable surfaces provides more opportunities for SuDs features.</p>			
		Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input checked="" type="checkbox"/> 5+ years			

### Step 3: Action Plan

Use this section summarise and assign responsibility for any actions you have identified to improve data, enhance beneficial, or mitigate negative impacts. Actions identified in section two can be grouped together if named responsibility is under the same person.

This action plan should be updated at each stage of the project. Please be aware that the Sustainable City and Climate Change Service may use this action plan as an audit checklist during the project's implementation or operation.

Enhancing / mitigating action required	Responsible Officer	Timescale
Create and build on the Temple Quarter Sustainability Strategy and Social Value Strategy to maximise its sustainability credentials.	<b>Karen Mercer, Abigail Stratford</b>	Through project development
Masterplanning, due to commence in late 2023, will further encourage sustainable travel through, around and in/out of the regeneration area. Ensure this ties in with BCC strategy (Including the upcoming citywide EV strategy)	<b>Karen Mercer, Abigail Stratford</b>	Through project development
Explore the provision of green roofs and walls to maximise the biodiversity benefits of the new buildings in the master planning process	<b>Karen Mercer, Abigail Stratford</b>	Through project development

Enhancing / mitigating action required	Responsible Officer	Timescale
Consider waste management in more detail through a area strategy or in relation to Masterplanning commencing in late 2023.	<b>Karen Mercer, Abigail Stratford</b>	Through project development
Through constitutional and governance arrangements for the JDV ensure the commitments of the One City Climate and Ecological Strategies are included as requirements of the Temple Quarter business plan and master plan development, maximising opportunities for net zero, climate resilience and biodiversity net gain.	<b>Karen Mercer, Abigail Stratford</b>	Through project development

## Step 4: Review

The Sustainable City and Climate Change Service need at least five working days to comment and feedback on your impact assessment. Assessments should only be marked as reviewed when they provide sufficient information for decision-makers on the environmental impact of the proposal.

Please seek feedback and review by emailing [environmental.performance@bristol.gov.uk](mailto:environmental.performance@bristol.gov.uk) before final submission of your decision pathway documentation<sup>1</sup>.

Where impacts identified in this assessment are deemed significant, they will be summarised here by the Sustainable City and Climate Change Service and must be included in the 'evidence base' section of the decision pathway cover sheet.

### Summary of significant beneficial impacts and opportunities to support the Climate, Ecological and Corporate Strategies (ENV1,2,3,4):

**BCC's Environmental Impact Assessment has determined significant beneficial impacts from the proposal:** The Temple Quarter Redevelopment presents significant opportunities to create Net Zero neighbourhoods that are resilient to the effects of climate change and support ecological recovery in the city. These opportunities will be realised through the adoption of the One City Climate and Ecological Strategy targets into the Joint Delivery Vehicle Business Plan.

### Summary of significant adverse impacts and how they can be mitigated:

**BCC's Environmental Impact Assessment has determined significant negative impacts from the proposal:** The scale of Temple Quarter Redevelopment Programme means that there will be large volumes of carbon, waste, and ecological impacts associated with the development activities. These will be partially mitigated through the incorporation of One City Climate and Ecological targets into the Joint Delivery Vehicle Business Plan. Other impacts and benefits will emerge as the project and masterplan progress, it is therefore critical that BCC environmental and ecological targets remain central in the ongoing design process.

<b>Environmental Performance Team Reviewer:</b> Nicola Hares Daniel Shelton	<b>Submitting author:</b> Abigail Stratford
<b>Date:</b> 29/09/2023	<b>Date:</b> 06/09/2023

<sup>1</sup> Review by the Sustainable City and Climate Change Service confirms there is sufficient analysis for decision makers to consider the likely environmental impacts at this stage. This does not constitute an endorsement or approval of the proposal.





# Decision Pathway – Report

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 07 November 2023

<b>TITLE</b>	<b>Framework contract for Temporary Accommodation</b>		
<b>Ward(s)</b>	City wide		
<b>Author:</b> Paul Sylvester	<b>Job title:</b> Head of Housing Options		
<b>Cabinet lead:</b> Cllr Tom Renhard, Cabinet Member for Housing Delivery and Homes	<b>Executive Director lead:</b> John Smith, Interim Executive Director Growth and 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>To seek approval to enter a 3-year contract with Click Travel including one optional 12-month extension.</li> <li>To seek approval to spend up to a total of £1.38m on the proposed contract.</li> </ol>			
<b>Evidence Base:</b>			
<b>Homelessness pressures in Bristol</b>			
<ol style="list-style-type: none"> <li>Bristol has experienced rising rates of homelessness. Since the pandemic we have seen a 25% increase in households (average of 510 households a month) approaching Bristol City Council because of homelessness related issues. The number of households in temporary accommodation (TA) is 87% higher than before the pandemic.</li> <li>As of 31<sup>st</sup> August 2023, there were 1348 households in TA, increasing from 1273 as at 31<sup>st</sup> March 2023.</li> <li>During the pandemic and “Everyone in” the number of single people accommodated increased significantly. Family homelessness has increased since the end of lockdowns and protections like the eviction ban. The cost of living crisis and continuing challenges around affordability of both home ownership and private renting are contributing to high levels of homelessness presentations.</li> </ol>			
<b>Temporary Accommodation programme</b>			
<ol style="list-style-type: none"> <li>Through the Council’s Temporary Accommodation programme, we are focussed on reducing the cost of TA to the authority, by reducing our reliance on expensive privately managed TA. We are re-commissioning our emergency accommodation framework to reduce costs, increasing the amount of TA provided by BCC and are working with Registered provider partners to increase the supply of supported accommodation.</li> <li>Other live programmes such as the government funded Rough Sleeping Accommodation Programme and the Single Homelessness Accommodation Programme are actively working to increase the supply of supported housing in Bristol, which will directly reduce homelessness and rough sleeping.</li> </ol>			

6. We are committed to reducing the Council's use of hotels as TA for clients.
7. BCC currently needs to secure hotel accommodation, as a last resort for clients who are homeless, when there are no other suitable alternatives. This includes clients who are being supported by BCC services including Housing Options, Estates, Adult Social Care (ASC) and Childrens services.

**Click travel.**

8. Click Travel is an online portal which BCC use to make payments to book hotels. BCC currently has a contract with Click Travel currently in place which ends in March 2024, but this needs to be extended by both length of time and approved spend. The on-line portal is free to use and a 5% discount on hotel prices is applied. Click Travel invoice monthly for total spend in that month.
9. Click Travel are on the NEPO507 Framework Contract for the provision of Travel Management Services.
10. The proposed 3-year contract would start in November 2023 and end in November 2026 with the option of one 12-month extension with a total contract value of £1.38m.

**Expenditure on hotels**

**Table 1 - BCC spend on hotel placements since start of Click Travel contract in April 2023.**

	<i>April</i>	<i>May</i>	<i>June</i>	<i>July</i>	<i>August</i>	<i>Totals per service</i>
<i>Housing Options</i>	£ -	£ 10,598	£ 26,762	£ 47,203	£ 79,020	£ 163,584
<i>ASC, Children's services, and others</i>	£ 17,054	£ 16,852	£ 17,190	£ 15,101	£ 19,610	£ 85,806

11. Our use of hotels has increased in the last few months as more clients have become homeless. The estimated spend in September is comparable to August.
12. We expect the number of placements in hotels to remain at current levels whilst we work on the implementation of the new Temporary Accommodation framework. We expect the majority of these issues to be resolved after six months and expect to see a steady decline in the use of hotels after that. By the third year we expect there to be a steady amount of placements, equivalent to about 2 at any one time, across all departments including Housing Options, Adult Social Care, Children's services and Estates. Estimated spend on hotels for each year of the contract is below.

**Table 2 – Estimated hotel expenditure per year**

Contract year	Estimated spend
1	£975K
2	£285K
3	£60K
1 year extension	£60K
<b>Total</b>	<b>£1.38m</b>

--

**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 extend the contract(s) with Click Travel to secure hotel accommodation for clients who are homeless for 3 + 1 years at a cost of up to £1.38m as outlined in this report.
2. Authorises the Executive Director of Growth and Regeneration in consultation with the Cabinet Member for Housing Delivery and Homes 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:**

1. The Bristol City Council Corporate Strategy 2022- 2027 Theme 5, Our Homes and Communities Priorities has a priority on reducing and preventing homelessness

**City Benefits:**

1. The proposal will assist people who are rough sleeping and recovering from rough sleeping to access safe accommodation, improving their health and reducing the physical and mental health impact of homelessness.
2. The hotel accommodation will support the reduction of rough sleeping in the city and will prevent people from having to spend time on the streets.

**Consultation Details:**

N/A

**Background Documents:**

[Bristol City Council Corporate Strategy 2022- 2027](#)

<b>Revenue Cost</b>	<b>£1.38m</b>	<b>Source of Revenue Funding</b>	Interim and Supported Accommodation budget
<b>Capital Cost</b>	<b>£0</b>	<b>Source of Capital Funding</b>	Not applicable
<b>One off cost</b> <input 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:**

**1. Finance Advice:** Utilising hotel accommodation is a key tool to tackling homelessness in Bristol and the ability to achieve 5% savings against hotel room rates contributes to easing current budgetary pressures.

Costs of the contract are to be met from current budgetary provisions.

**Finance Business Partner:** Martin Johnson – Interim Finance Manager Housing & Landlord Services 30 October 2023

**2. Legal Advice:** The extension of the contract must be in line with the 2015 Procurement Regulations and the Councils own procurement rules. Legal services will advise and assist officers with the contractual arrangements for the extension.

**Legal Team Leader:** Husinara Jones, Team Manager/Solicitor 30 October 2023

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

<b>IT Team Leader:</b> Alex Simpson – Lead Enterprise Architect 29 September 2023
<b>4. HR Advice:</b> There are no HR implications evident
<b>HR Partner:</b> Celia Williams HR Business Partner – Growth and Regeneration 19 <sup>th</sup> October 2023

<b>EDM Sign-off</b>	John Smith, Interim Executive Director Growth and Regeneration	19 Oct 2023
<b>Cabinet Member sign-off</b>	Cllr Craig Cheney, Deputy Mayor - City Economy, Finance and Performance Cllr Renhard, Cabinet Member Housing Delivery and Homes	2 Oct 2023 25 Oct 2023
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	30 Oct 2023

<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>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>



Title: Framework contract for Temporary Accommodation	
<input type="checkbox"/> Policy <input checked="" 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: Growth and Regeneration	Lead Officer name: Paul Sylvester
Service Area: Housing Options	Lead Officer role: Head of Housing Options

## 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 approval to enter a 3-year contract with Click Travel including an optional 12-month extension, and to spend up to a total of £1.38m on the proposed contract, including extensions. Click Travel is an online portal which Bristol City Council use to make payments to hotels (to be used as emergency accommodation) for bookings in the city. The contract and EQIA will be reviewed at the end of the 3-year period and if the council is still needing to book hotels as emergency accommodation, then we will activate the 12-month extension and review again the following year. If, however, the council has ceased using Click Travel to make these bookings by the end of the contract period or extension then the contract, and EQIA, will not be renewed. The contract value stated here is a maximum amount which we expect will not be used in full.

1. To address homelessness as a key priority, Bristol City Council are currently re-commissioning a Temporary Accommodation which aims to reduce the use of hotels for emergency accommodation for both single people and families. We are working alongside partners to increase the supply of suitable accommodation across the city. The Temporary Accommodation project is currently underway and expects to see reductions in the use of emergency accommodation in this financial year and subsequent years. Other live programmes such as the government funded Rough Sleeping Accommodation Programme and the Single Homelessness Accommodation Programme are actively working to increase the supply of supported housing in Bristol, which will directly reduce homelessness and rough sleeping.
2. BCC currently needs to secure hotel accommodation for clients who are homeless as a last resort, when there are no other suitable alternatives, for example available supported housing, appropriate and affordable private rented properties or social housing. This includes clients who are being supported by BCC services including Housing Options, Adult Social Care (ASC), Childrens services and Estate management. It is important to note that people with individual needs such as reasonable adjustments are accounted for when booking accommodation.
3. Click Travel is an online portal which BCC use to make payments to book hotels. BCC currently has a contract with Click Travel currently in place which ends in March 2024, but this needs to be extended by

both length of time and approved spend.

**Table 1 - BCC spend on hotel placements since start of Click Travel contract in April 2023.**

	<i>April</i>	<i>May</i>	<i>June</i>	<i>July</i>	<i>August</i>	<i>Totals per service</i>
<i>Housing Options</i>	£ -	£ 10,598	£ 26,762	£ 47,203	£ 79,020	£ 163,584
<i>ASC, Children's services, and others</i>	£ 17,054	£ 16,852	£ 17,190	£ 15,101	£ 19,610	£ 85,806

- Our use of hotels has increased in the last few months as more clients have become homeless. The estimated spend in September is comparable to August.
- With the initiatives mentioned above we are forecasting reduced placements in hotels over the lifetime of the contract with reducing expenditure. Estimated spend on hotels for each year of the contract is below.

**Table 2 – Estimated hotel expenditure per year**

Contract year	Estimated spend
1	£975K
2	£285K
3	£60K
1 year extension	£60K
<b>Total</b>	<b>£1.38m</b>

Wider context: Homelessness pressures in Bristol

- Bristol has experienced rising rates of homelessness. Since the pandemic we have seen a 25% increase in households (average of 510 households a month) approaching Bristol City Council because of homelessness related issues. The number of households in temporary accommodation (TA) is 87% higher than before the pandemic.
- As of 31<sup>st</sup> August 2023, there were 1348 households in Temporary Accommodation, increasing from 1273 as at 31<sup>st</sup> March 2023.
- During the pandemic and “Everyone in” (government led initiative to provide safe and secure accommodation to all people sleeping rough during the Covid-19 pandemic) the number of single people accommodated increased significantly. Family homelessness has increased since the end of lockdowns and protections like the eviction ban. The cost of living crisis and continuing challenges around affordability of both home ownership and private renting are contributing to high level of homelessness presentations.

Through the Council’s Temporary Accommodation programme, we are focussed on reducing the use of hotels and the costs of TA to the authority as a whole, however with increasing demand there remains a significant pressure on Council finances.

**City Benefits:**

- The proposal will assist people who are rough sleeping and recovering from rough sleeping to access safe

accommodation, improving their health and reducing the physical and mental health impact of homelessness.

- The hotel accommodation will support the reduction of rough sleeping in the city and will prevent people from having to spend time on the streets.

## 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 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]
---	-----------------------------	-----------------

## 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
<i>Housing Support Register</i>	Case specific database for at risk and vulnerable citywide Homelessness prevention placements

Equalities data on all those currently in an HSR-Supported Accommodation service (for families, the data is for the lead household member) – 1374 people

Gender identity

Male – 60.3%

Female – 37.2%

Transgender – 0.5%

Non-Binary – 0.2%

Prefer not to say – 0.2%

Don't Know – 1.7%

Age Range

16-17 – 1.1%

18-25 – 23.6%

26-35 – 26.6%

36-40 – 13.5%

41-50 – 24.7%

51-60 – 9.3%

61+ - 1.2%

Ethnicity

White British – 27.3%

White Irish – 0.7%

White European – 0.3%

Eastern European – 0.9%

Any other white background – 4.4%

Black/Black British – African – 9.6%

Black/Black British – Caribbean – 4.5%

Black/Black British – Somali – 1.7%

Black/Black British – Other – 1.6%

Any other Black/African/Caribbean background – 0.6%

Asian/Asian British – Bangladeshi – 0.6%

Asian/Asian British – Chinese – 0.1%

Asian/Asian British - Indian – 0.3%



Asian/Asian British – Pakistani – 2%  
Asian/Asian British – Other – 1.1%  
Any other Asian background – 0.3%  
Arab – 1.7%  
Mixed/Dual Heritage – White+Black African – 0.8%  
Mixed/Dual Heritage – White+Black Caribbean – 3.9%  
Mixed/Dual Heritage – White+Asian – 0.4%  
Any other mixed/multiple ethnic background – 0.9%  
Gypsy/Irish Traveller – 0.1%  
Any other ethnic group – 3%  
Prefer not to say – 0.4%  
Don't Know – 32.8%

Religion/Beliefs

Christian – 10.8%  
Muslim – 14.4%  
Buddhist – 0.2%  
Hindu – 0.1%  
Sikh – 0.1%  
Other – 1.9%  
No Religion – 40%  
Prefer not to say – 3.1%  
Don't Know – 28.7%

Sexual orientation

Heterosexual – 74.2%  
Gay/Lesbian – 1.4%  
Bi-sexual – 2.3%  
Other – 1.1%  
Prefer not to say – 5.5%  
Don't Know – 15.6%

Consider yourself disabled?

Yes – 11.1%  
No – 75.3%

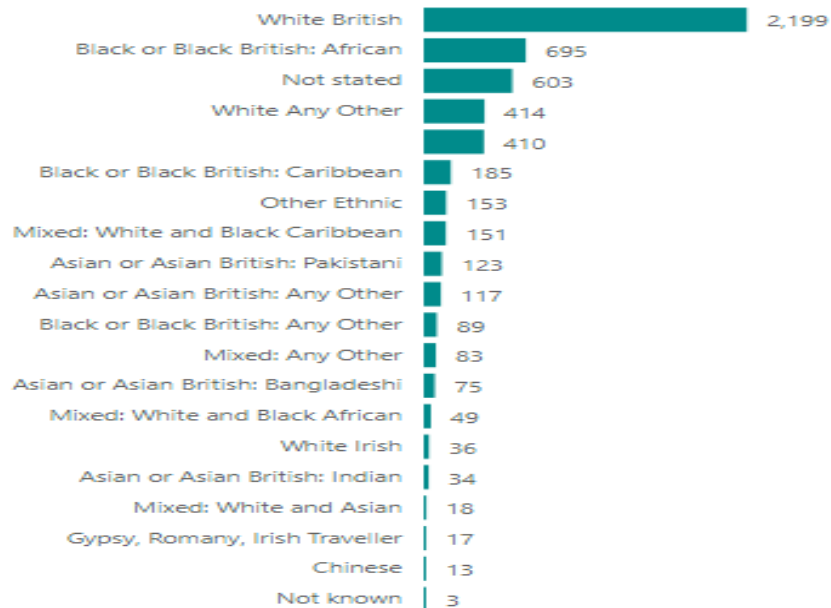
Prefer not to say – 1.2%

Don't Know – 4.7%

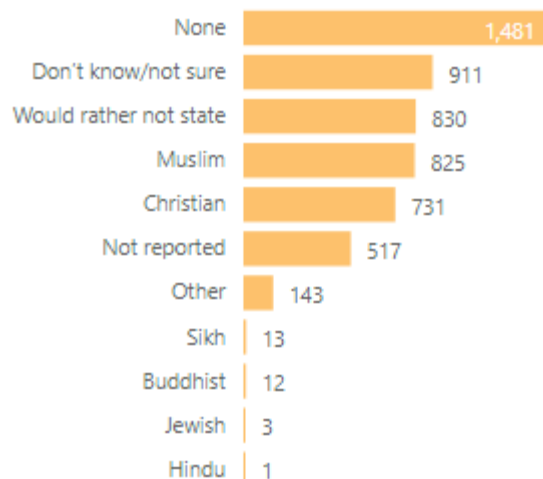
Abritas

Case specific database for citywide Homelessness Prevention Service to capture those assessed under the Homelessness Reduction Act. The data below relates to homelessness applications in the last 12 months. For data on disability – more than one category may be chosen

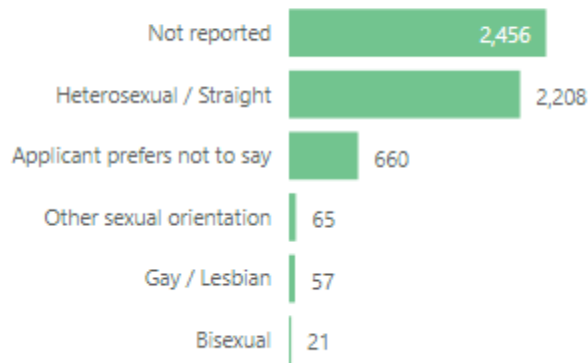
### Ethnicity



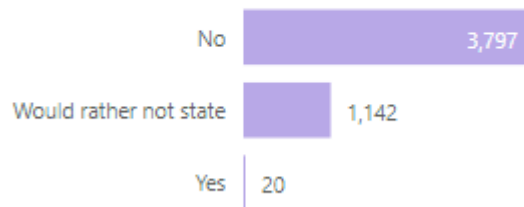
### Religion



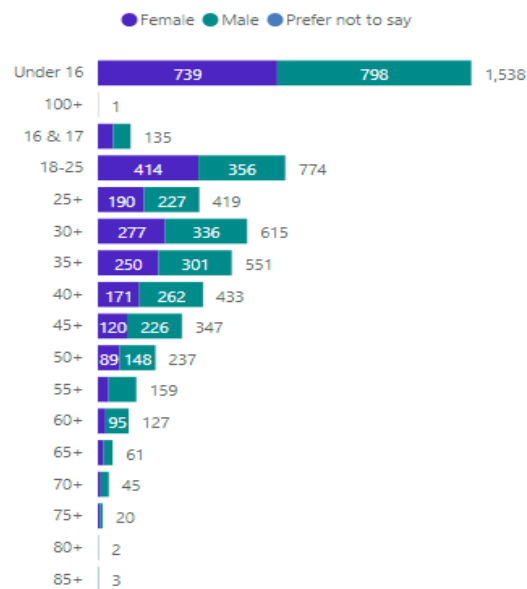
## Sexual orientation



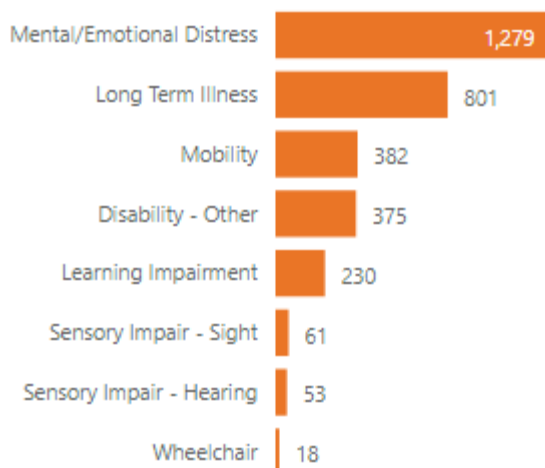
## Transgender



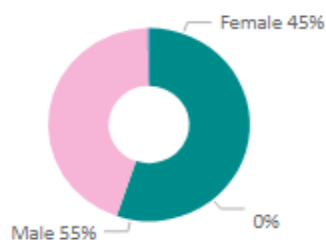
## Household members distribution by ...



### Disability\*



### Gender distribution



Joint Strategic Needs Assessment	Citywide quarterly data, population, housing, health
National Statistics (Department of Levelling up Housing & Communities)	National Homelessness Data from quarterly returns by local government through H-CLIC returns <a href="https://www.gov.uk/statutory-homelessness-in-england">Statutory homelessness in England: April to June 2022 - GOV.UK (www.gov.uk)</a>
Rough Sleeping snapshot	Citywide monthly and annual street count reported to gov.uk
Population - Bristol Key Facts 2021 (March 2021 Update)	<p>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 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.</p> <p>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)	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.

	Bristol's tenure mix is 53% Owner Occupied, 29% Private Rented and 18% Social Rented
Equalities Data (April 2023 Briefing Note)	Comprehensive data on equalities in Bristol.
<p><b>Additional comments:</b></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> <p>Comparing application data from Abrisitas over the last 12 months to the Bristol Census 2021 data shows that 'Asian/Asian British' are both 6.6% of homeless applicants and 6.6% of the total Bristol population. In contrast Black/Black British make up 5.9% of the Bristol population and 18% of homeless applicants and are therefore overrepresented. Mixed or 'multiple ethnic groups' are 5.5% of homeless applicants compared to 9% of the population, and White Other are 8.5% of homeless applicants compared to 9.5% of the Bristol population. Both of these broad ethnic groups are therefore underrepresented amongst homeless applicants, in particular people listing a mixed ethnic group. White British applicants are also underrepresented, with 40% of homeless applicants compared to 71.6% of the Bristol population.</p> <p>It should be noted that for 11% of applicants an ethnicity was not stated or not known, therefore there are limitations in comparing this data to the Census 2021 data. However, it is certainly evident that as with the national data, that Black/Black British is the most overrepresented broad ethnic group, and White British households are underrepresented.</p> <p>For data recorded on Abrisitas for homeless applications, there is inadequate data to compare these applicants to the Bristol data based on Religion or Sexual Orientation. 41% of applications have either don't know/not reported/rather not state as the answer for Religion, meaning it cannot reasonably be measured against Bristol population level data to analyse if certain groups are under or overrepresented. For the sexual orientation category this is even higher, as 57% of homeless applicants on Abrisitas have unreported or not stated in the data. For answering whether they were transgender, 23% of applications did not state an answer. Both these categories have substantially higher levels of not known/not reported/did not state than the Census 2021 data, where 8.48% did not answer a category for sexual orientation, and 6.73% for the gender identity question.</p> <p>Looking at the data recorded for applications by Disabled people there were 3199 people who identified as being Disabled people but as noted at the top of the Abrisitas data set for homeless applications, more than one type of disability could be recorded per application. For example, a household may record mental/emotional distress and mobility issues. However, even with households recording in multiple categories, the data would suggest that households with a disability are overrepresented amongst homeless applicants. From the Census 2021, 19.4% of the Bristol population were Disabled people under the Equalities Act.</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.

There are gaps in diversity information - especially where personal and confidential information is voluntarily requested from staff. Our survey information may not be reliable because data collected is given voluntarily with a "prefer not to say" option.

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. This strategy applies multi-agency 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.

There is quarterly reporting to the Cabinet member for Housing Delivery and Homes on activities that will deliver Corporate plan priorities, for example the prevention of homelessness, Temporary Accommodation placements and the number of people sleeping rough. Engagement with stakeholders takes place through the Homes & Communities Board, the Reducing Rough Sleeping Partnership and the Bristol Homelessness Forum.

## 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 about 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)	
<p>We have not identified any significant negative impact from this proposal. Overall, we expect the proposal to enter the new contract will allow the council to book emergency accommodation and will therefore only have a positive impact on people from those protected or relevant characteristic groups who are homeless or at risk of homelessness.</p> <p>It is important to note that whilst this proposal has no potentially adverse impacts, we are working within a housing market where there are challenges in securing alternative accommodation. This is important because our aim is to reduce the use of hotels for emergency accommodation as we currently re-commission Temporary Accommodation. For example, it can be more challenging for younger people due to welfare benefit restrictions and people who need adaptations to make a property accessible which limits the supply of suitable accommodation for move on out of hotels.</p>	
<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 type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<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 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:	
Mitigations:	
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	

<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 type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" 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

We expect the ability to book hotels for clients will have a positive impact on people from those protected or relevant characteristic groups who are at risk of homelessness or are homeless.

## 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:

No significant negative impacts identified.

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

The ability to book hotels as emergency accommodation will promote equality of health opportunity for households at risk of homelessness and sleeping rough on the streets.

### 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
To improve the equalities data relating to the future demands on homelessness services as it affects a range of equality groups.	Paul Sylvester	Ongoing



Improvement / action required	Responsible Officer	Timescale

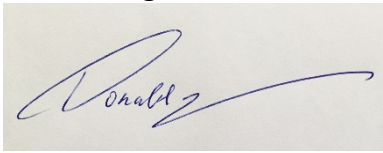
### 4.3 How will the impact of your proposal and actions be measured?

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.

Impacts will be measured through quarterly reporting to department of levelling up communities and housing on homelessness presentation, homelessness preventions, households in Temporary Accommodation and households moving on into affordable housing. In addition to this the costs of Temporary Accommodation are monitored and reported on monthly.

## 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> 
Date: 23/10/23	Date: 23/10/2023

<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.



# Environmental Impact Assessment [version 1.0]

<b>Proposal title:</b> Framework contract for Temporary Accommodation		
<b>Project stage and type:</b> <input type="checkbox"/> Initial Idea Mandate <input type="checkbox"/> Outline Business Case <input type="checkbox"/> Full Business Case		
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input checked="" type="checkbox"/> Service	<input type="checkbox"/> New	<input type="checkbox"/> Changing
<input type="checkbox"/> Other [please state]	<input checked="" type="checkbox"/> Already exists / review	
<b>Directorate:</b> Growth and Regeneration	<b>Lead Officer name:</b> Paul Sylvester	
<b>Service Area:</b> Housing Options	<b>Lead Officer role:</b> Head of Housing Options	

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

The purpose of this Environmental Impact Assessment is to help you develop your proposal in a way that is compliant with the council’s policies and supports the council’s strategic objectives under the [One City Climate Strategy](#), the [One City Ecological Emergency Strategy](#) and the latest [Corporate Strategy](#).

This assessment should be started at the beginning of the project proposal process by someone with a good knowledge of the project, the service area that will deliver it, and sufficient influence over the proposal to make changes as needed.

It is good practice to take a team approach to completing the Environmental Impact Assessment. See further [guidance](#) on completing this document. Please email [environmental.performance@bristol.gov.uk](mailto:environmental.performance@bristol.gov.uk) 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. Please use plain English, avoiding jargon and acronyms.

<ol style="list-style-type: none"> <li>To seek approval to enter a 3-year contract with Click Travel including an optional 12-month extension.</li> <li>To seek approval to spend up to a total of £1.38m on the proposed contract.</li> </ol>
--

### 1.2 Will the proposal have an environmental impact?

Could the proposal have either a positive or negative effects for the environment now or in the future? If ‘No’ explain why you are sure there will be no environmental impact, then skip steps 2-3 and request review by sending this form to [environmental.performance@bristol.gov.uk](mailto:environmental.performance@bristol.gov.uk)

If ‘Yes’ complete the rest of this assessment.

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

<p>The proposal relates to a contract that extends BCC’s use of a payment portal called Click Travel that allows services including Housing Options, Adult Social Care, Childrens services and Estate management to book hotels for clients as emergency accommodation.</p>
---

### 1.3 If the proposal is part of an options appraisal, has the environmental impact of each option been assessed and included in the recommendation-making process?

If ‘Yes’ please ensure that the details of the environmental impacts of each option are made clear in the pros and cons section of the [project management options appraisal document](#).

<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Not applicable [please select]
---

If ‘No’ explain why environmental impacts have not been considered as part of the options appraisal process.

This proposal is not part of an options appraisal.

## Step 2: What kinds of environmental impacts might the project have?

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. See detailed [guidance documents](#) for advice on identifying potential impacts.

### Does the proposal create any benefits for the environment, or have any adverse impacts?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support our corporate environmental objectives and the wider [One City Climate and Ecological Emergency strategies](#).

Consider how the proposal creates environmental impacts in the following categories, both now and in the future.

**Reasonable efforts should be made to quantify stated benefit or adverse impacts wherever possible.**

Where the proposal is likely to have a beneficial impact, consider what actions would enhance those impacts. Where the proposal is likely to have a harmful impact, consider whether actions would mitigate these impacts.

Enhancements or mitigation actions are only required when there is a likely impact identified. Remember that where enhancements or mitigation actions are listed, they should be assigned to staff and appropriately resourced.

#### GENERAL COMMENTS (highlight any potential issues that might impact all or many categories)

GENERAL COMMENTS (highlight any potential issues that might impact all or many categories)		
<p><b>ENV1 Carbon neutral: Emissions of climate changing gases</b></p> <p>BCC has committed to achieving net zero emissions for its direct activities by 2025, and to support the city in achieving net zero by 2030.</p> <p>Will the proposal involve transport, or the use of energy in buildings? Will the proposal involve the purchase of goods or services? If the answer is yes to either of these questions, there will be a carbon impact.</p> <p>Consider the scale and timeframe of the impact,</p>	Benefits	
	Enhancing actions	
	<p><b>Persistence of effects:</b>    <input type="checkbox"/> 1 year or less    <input type="checkbox"/> 1 – 5 years    <input type="checkbox"/> 5+ years</p>	
	Adverse impacts	

<p>particularly if the proposal will lead to ongoing emissions beyond the 2025 and 2030 target dates.</p> <p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> <b>No impact</b></p>	<p><b>Mitigating actions</b></p>	
<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years</p>		
<p><b>ENV2 Ecological recovery: Wildlife and habitats</b></p> <p>BCC has committed to 30% of its land being managed for nature and to halve its use of pesticides by 2030.</p> <p>Consider how your proposal can support increased space for nature, reduced use of pesticides, reduce pollution to waterways, and reduce consumption of products that undermine ecosystems around the world.</p> <p>If your proposal will directly lead to a reduction in habitat within Bristol, then consider how your proposed mitigation can lead to a biodiversity net gain. Be sure to refer to quantifiable changes wherever possible.</p> <p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> <b>No impact</b></p>	<p><b>Benefits</b></p>	
<p><b>Enhancing actions</b></p>		
<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years</p>		
<p><b>Adverse impacts</b></p>		
<p><b>Mitigating actions</b></p>		
<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years</p>		
<p><b>ENV3 A cleaner, low-waste city: Consumption of resources and generation of waste</b></p> <p>Consider what resources will be used as a result of the proposal, how they can be minimised or swapped for less impactful ones, where they will be sourced from, and what will happen to any waste generated</p>	<p><b>Benefits</b></p>	
<p><b>Enhancing actions</b></p>		
<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years</p>		
<p><b>Adverse impacts</b></p>		

<p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> <b>No impact</b></p>	<p><b>Mitigating actions</b></p>	
<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years</p>		
<p><b>ENV4 Climate resilience: Bristol’s resilience to the effects of climate change</b></p> <p>Bristol’s climate is already changing, and increasingly frequent instances of extreme weather will become more likely over time.</p> <p>Consider how the proposal will perform during periods of extreme weather (particularly heat and flooding).</p> <p>Consider if the proposal will reduce or increase risk to people and assets during extreme weather events.</p> <p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> <b>No impact</b></p>	<p><b>Benefits</b></p>	
	<p><b>Enhancing actions</b></p>	
<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years</p>		
	<p><b>Adverse impacts</b></p>	
	<p><b>Mitigating actions</b></p>	
<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years</p>		
<p><b>Statutory duty: Prevention of Pollution to air, water, or land</b></p> <p>Consider how the proposal will change the likelihood of pollution occurring to air, water, or land and what steps will be taken to prevent pollution occurring.</p> <p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> <b>No impact</b></p>	<p><b>Benefits</b></p>	
	<p><b>Enhancing actions</b></p>	
<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years</p>		
	<p><b>Adverse impacts</b></p>	
	<p><b>Mitigating actions</b></p>	

### Step 3: Action Plan

Use this section summarise and assign responsibility for any actions you have identified to improve data, enhance beneficial, or mitigate negative impacts. Actions identified in section two can be grouped together if named responsibility is under the same person.

This action plan should be updated at each stage of the project. Please be aware that the Sustainable City and Climate Change Service may use this action plan as an audit checklist during the project’s implementation or operation.

Enhancing / mitigating action required	Responsible Officer	Timescale

### Step 4: Review

The Sustainable City and Climate Change Service need at least five working days to comment and feedback on your impact assessment. Assessments should only be marked as reviewed when they provide sufficient information for decision-makers on the environmental impact of the proposal.

Please seek feedback and review by emailing [environmental.performance@bristol.gov.uk](mailto:environmental.performance@bristol.gov.uk) before final submission of your decision pathway documentation<sup>1</sup>.

Where impacts identified in this assessment are deemed significant, they will be summarised here by the Sustainable City and Climate Change Service and must be included in the ‘evidence base’ section of the decision pathway cover sheet.

<b>Summary of significant beneficial impacts and opportunities to support the Climate, Ecological and Corporate Strategies (ENV1,2,3,4):</b>
<b>Summary of significant adverse impacts and how they can be mitigated:</b>

<b>Environmental Performance Team Reviewer:</b>	<b>Submitting author:</b>
Daniel Shelton	Louise Mines
<b>Date:</b> 11/10/2023	<b>Date:</b> 11/10/2023

<sup>1</sup> Review by the Sustainable City and Climate Change Service confirms there is sufficient analysis for decision makers to consider the likely environmental impacts at this stage. This is not an endorsement or approval of the proposal.

# Decision Pathway – Report

---

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 07 November 2023

<b>TITLE</b>	Single Homelessness Accommodation Programme (SHAP) Funding Bid (Expansion of Housing First)
<b>Ward(s)</b>	City Wide
<b>Author:</b> Paul Sylvester	<b>Job title:</b> Head of Service, Housing Options
<b>Cabinet lead:</b> Cllr Tom Renhard, Cabinet Member for Housing Delivery and Homes	<b>Executive Director lead:</b> John Smith, Interim 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 to submit a bid including up to £2.85m of match funding from the HRA and, if successful, to accept and spend grant funding for the Single Homelessness Accommodation Programme (SHAP).	
<b>Evidence Base:</b>	
<p><b>1. Summary</b> The Single Homelessness Accommodation Programme (SHAP) offers the opportunity to secure grant funding to increase the supply of high quality supported accommodation which is needed to help individuals recover from the root causes of homelessness and reduce rough sleeping in Bristol. This accommodation would be targeted at single people who would normally be owed a full homelessness duty and would therefore provide a cost-effective alternative to privately managed unsupported temporary accommodation.</p> <p><b>2. Single Homelessness Accommodation Programme (SHAP) - Overview</b> The Department for Levelling Up, Homes and Communities (DLUHC) have launched SHAP - a £200 million programme offering grant funding to increase the supply of high quality, specialist supported accommodation to address gaps in the existing homelessness pathways and achieve a sustainable reduction in rough sleeping.</p> <p>The programme is targeted at two cohorts:</p> <ul style="list-style-type: none"> <li>• Single adults with a long history of rough sleeping or with complex needs;</li> <li>• Young people (aged 18-25) at risk of experiencing homelessness or rough sleeping.</li> </ul> <p>Funding is available for:</p> <ul style="list-style-type: none"> <li>• Capital grant funding to deliver additional accommodation (specifically, blocks of supported housing or dispersed Housing First units);</li> <li>• Revenue grant funding to provide intensive support to tenants in the accommodation.</li> </ul> <p>The programme aims to provide an additional 2,400 units of accommodation nationally. Capital funding is available until 31/03/25, with three years of accompanying revenue funding for support services. Revenue</p>	

funding for support services is available until the longstop date at the end of 31/03/28.

The programme is primarily aimed at funding Registered Providers (RPs) or local authorities to deliver units. However, the programme leaves the door open for other providers to deliver accommodation where explicit agreement is given by DLUHC.

Eligible organisations are expected to contribute their own resources towards capital costs. Capital grant funding is intended to cover gaps in funding and awards will be made up to approximately 50% of total costs.

100% of support costs are available as revenue grant funding.

SHAP provides flexibility in the acquisition and delivery of units which can enable creative delivery of accommodation throughout the city. Options include:

- Purchase and repair of properties, either as freehold or on a long lease (60 years minimum duration);
- Acquisition of existing properties which require no or minimal work to bring them into use (known as Existing Satisfactory);
- Refurbishment and repurposing of existing stock;
- Development of new build properties (including Modern Methods of Construction);
- Lease and repair schemes can be considered (minimum 5 years – although longer-term leases will be assessed more favourably).

Rents charged cannot be above affordable rent levels, which helps facilitate individuals who are in or starting employment, particularly compared to other forms of temporary accommodation, including Temporary Social Housing where much higher rents can be charged.

Delivery of units for awarded schemes must be completed by the longstop date of 31/03/25.

### 3. SHAP – Bid Process

Funding is allocated on a first come, first served basis. Five bidding rounds were announced: February, April, June, September, and November 2023.

Before bids are submitted, local authorities are required to submit Strategic Gap Analyses to DLUHC outlining the services needed in the locality for each target cohort. In Bristol, these documents have been completed with input from commissioners in Homelessness, Adult Social Care, Public Health, and Children’s Services (attached).

Eligible organisations then submit a bid directly to DLUHC for both capital and revenue funding. Bids are assessed by reference to the Strategic Gap Analyses completed by the local authority to ensure that funding requested will go towards services that are needed locally.

### 4. The local need for additional specialist supported housing

The council already delivers a range of supported accommodation services for adults and young people. However, the city faces a number of challenges in its response to homelessness. These include:

Challenge	Description
4.1. Existing supported accommodation is oversubscribed,	Existing high support accommodation is used to accommodate homeless clients with complex and overlapping support needs. These clients are usually found to be in priority need and therefore owed a full homelessness duty.



<p><b>increasing the use of expensive temporary accommodation</b></p>	<p>This high support accommodation however is oversubscribed, leading individuals to instead be placed in privately run unsupported temporary accommodation, which is unsuitable for their needs and expensive for BCC. Reducing the reliance upon this privately run temporary accommodation is one of the top four corporate priorities for the Council.</p> <p>Whilst there is existing work to reduce the cost of temporary accommodation, this is largely focused on families. There are however 394 single households in unsupported temporary accommodation, which costs BCC approximately £3m per year in subsidy loss.</p>
<p><b>4.2. Existing supported accommodation doesn't work for everyone</b></p>	<p>Existing supported accommodation is grouped into pathways, with the aim being that clients are supported to progress through high, medium, and low supported accommodation and then move-on to independent tenancies. However, this model doesn't work for everyone; there is an identified cohort clients with more complex needs who have repeatedly cycled in and out of pathway accommodation and homelessness and for whom hostel environments may no longer be suitable or available.</p> <p>Evidence has shown that Housing First and Housing Led approaches, where clients are given their own tenancy with intensive floating support, work well for this client group. While Bristol has a small number of Housing First units, these too are oversubscribed and do not have a secure long-term funding stream.</p> <p>For young people, a small cohort of clients have been identified who, due to risks and/or vulnerabilities, cannot be placed in existing hostels. For this group, a need has been identified for much smaller settings to provide more intensive support (max 5 beds).</p>
<p><b>4.3. Existing supported accommodation is at risk</b></p>	<p>Existing supported accommodation is commissioned until October 2023. Providers have already contacted the council to note that contract costs have not increased in 6 years despite their delivery costs increasing. Unless the council can provide a sufficient uplift in contract values, the number of supported accommodation units that the council will be able to procure will reduce when current contracts come to an end, which would lead to an increase in the use of privately managed unsupported temporary accommodation.</p>

SHAP provides a timely opportunity to address these challenges by providing capital grant funding to develop cost-effective, high quality, supported accommodation. This accommodation can fill gaps in provision and reduce reliance on privately managed unsupported temporary accommodation, as well as offering 100% revenue funding for three years to supplement existing BCC funding for support services.

**5. September BCC bids for SHAP funding**

Approval was given for BCC to submit two SHAP bids to the September round:

- A bid on behalf of ARA for capital and revenue grant funding to provide 15 units of Housing First accommodation. Please see [05 September 2023 Cabinet Report, 'Single Homeless Accommodation Programme \(SHAP\) Funding Bid'](#).
- A bid in partnership with St Mungo's to increase the level of support offered across 37 units of supported accommodation, spread across 5 buildings. Capital funding was not needed for this proposal as the units were already fit for purpose. This bid was approved via the exceptional

approval process, owing to the short deadline for its submission. Officer Executive Decision published [here](#).

If the bid is successful, the proposal is to change the current staffing model from visiting support during office hours to a dedicated staff presence in each of the 5 buildings Monday – Friday 9am-5pm, along with visiting support across evenings and weekends. This would change the service from a low support service to a medium-high support service, addressing a key gap in BCC’s supported accommodation pathway and reducing reliance on privately managed, unsupported temporary accommodation.

The total grant funding requested is £1,355,624 across 3 years: £422,153 in year one; £455,013 in year two and £478,458 in year three. The proposal does not require any contribution from BCC.

As authority to bid was approved through the exceptional approval process, this Cabinet report seeks authority, subject to successful grant award of the bid submitted in partnership with St Mungo’s, to accept and spend any grant award from DLUHC.

## **6. November BCC bid for SHAP funding using HRA capital**

Approval is also sought for a further bid to buy up to 30 dispersed 1-bed properties using SHAP capital grant funding and HRA capital, along with revenue funding to commission a Housing First service for residents placed in the properties by BCC.

### 6.1. Considerations for delivery

In accordance with the grant programme, all SHAP funding units need to be available for occupation by 31 March 2025. DLUHC aims to award SHAP bids submitted on 10 November 2023 on 15 December 2023. With one month for mobilisation, this would leave 14.5 months to acquire, refurbish and furnish all 30 units.

BCC is in the final stages of acquiring 15 1-bed properties funded through the Rough Sleeping Accommodation Programme (RSAP) in August 2021. This scheme has taken significantly longer than 14.5 months to deliver, however we feel that it is ambitious, but possible, to deliver 30 properties through SHAP in this timescale because:

- We will look to outsource the process of sourcing, valuing and putting offers in on properties. Previously this was done in-house, but was not well resourced leading to delays. We will consider commissioning a third party to undertake this work.
- Property prices have stabilised/ are reducing. BCC’s acquisition scheme faced delays as the original grant award was too low to keep up with rising property prices, vastly reducing the pool of available properties until an additional grant award was made.
- In addition to BCC, two other providers received RSAP capital grant funding to purchase a total of 44 dispersed 1-bed flats, creating competition among providers for a finite pool of suitable properties. The majority of remaining RSAP properties are in conveyancing, so there will no longer be the same level competition among providers for similar properties.
- In September 2023, BCC accepted a £4.1m grant from the DLUHC to acquire 20 family sized homes for Afghan refugees and Ukrainian families: [ModernGov - bristol.gov.uk](#). This gives us confidence that increasing our acquisitions target to 30 properties is achievable and necessary given the pressures on specialist supported housing noted in point 4 above. We will share information and knowledge across council teams working on both acquisitions projects, to ensure our operations are well organised and efficient.

Acquisitions will focus on ex-local authority properties and freehold properties to avoid exposing the council to excessive leaseholder charges and/or major works programmes.

## 6.2. Capital costs

Capital costs are modelled on average cost of £190,000 per property. This figure was established by officers based on a review of the RSAP acquisitions programme which, in September 2023, completed on its 15<sup>th</sup> (and final) property. This is made up of:

Item	Cost
Purchase price	£165,000
Refurbishment costs and furniture	£15,000
Property sourcing, valuation, negotiation, legal costs, stamp duty	£10,000

Grant ask of £95,000 per property (50%) with remaining 50% to be met by the HRA:

Funding Sources	Per Property	Whole scheme –30 properties
HRA	£95,000	£2,850,000
Capital Grant Funding	£95,000	£2,850,000
<b>Total</b>	<b>£190,000</b>	<b>£5,700,000</b>

## 6.3. Revenue costs

SHAP offers 3 years of revenue funding, with 100% of costs covered by grant funding.

BCC will commission a support provider to deliver the Housing First service to clients. Additionally, costs will be included to account for BCC Officer time spent on ensuring that grant conditions are complied with. Costs are modelled on:

Year	Commissioned Housing First service	BCC officer time	Total
1	£400,000	£10,840	£410,840
2	£416,000	£11,242	£427,242
3	£449,280	£11,518	£460,798
<b>Total</b>	<b>£1,265,280</b>	<b>£33,600</b>	<b>£1,298,880</b>

BCC intend to continue to commission support after grant funding ends and a paper exploring a long-term, pooled Housing First budget has already been taken to Bristol's Multiple Disadvantage Transformation Group attended by leaders from Housing, Adult Social Care, Public health, Probation and the ICB. Three years of SHAP revenue funding would help leverage funding from these departments in the longer term in recognition of the service meeting the needs of a shared client group.

If continued revenue funding could not be found, then the designation of the properties would have to be changed to unsupported accommodation. Under the grant conditions the units must still be used for rough sleepers; single homeless people with support needs; or vulnerable young people (aged 18-25) at risk of or experiencing homelessness or rough sleeping.

## 6.4. Link to savings on Temporary Accommodation

This proposal is put forward primarily to meet the needs of rough sleepers with complex needs for whom BCC have struggled to find long term solutions, rather than to generate cost savings.

There may however be some incidental cost savings. The average subsidy loss on 1-beds in unsupported private temporary accommodation is £12,887 p/a. These units will not have any subsidy loss and may be

used for people who BCC owe a duty to accommodation, in which case savings would be made in line with the corporate priority to reduce expenditure on temporary accommodation. However, as Housing First provides long term housing to residents, any savings would be one-off.

**Cabinet Member / Officer Recommendations:**

**That Cabinet:**

1. Approves the submission of a November bid to the Single Homelessness Accommodation Programme (SHAP) for an HRA match-funded Housing First scheme.
2. Approves the use of match funding of up to £2,850,000 from the HRA.
3. Authorises, subject to successful grant award, the Executive Director of Growth and Regeneration, in consultation with Cabinet Member for Housing Delivery and Homes, to accept and spend the grant award from DLUHC for the SHAP bid submitted in partnership with St Mungo’s, in-line with the maximum envelopes contained in this report.
4. Authorises, subject to successful grant award, the Executive Director of Growth and Regeneration, in consultation with Cabinet Member for Housing Delivery and Homes, to accept and spend the grant award from DLUHC and match funding of up to £2,850,000 HRA funding, in-line with the maximum envelopes contained in this report.

**Corporate Strategy alignment:**

This proposal aligns with the following priorities in the Corporate Strategy:

1. Increase the supply of affordable homes.
2. Reduce and prevent homelessness and rough sleeping.
3. Reduce the number of households in temporary accommodation.
4. Help prevent homelessness by building and retaining social housing.

**City Benefits:**

1. The proposal will assist people that are rough sleeping and recovering from rough sleeping to access accommodation and support, improving their health, and reducing the physical and mental health impact of living on the streets.
2. The accommodation will support the reduction of rough sleeping in the city and will prevent people from having to spend time on the streets and/or in emergency and temporary accommodation.
3. The accommodation will provide a cost-effective alternative to privately managed, unsupported temporary accommodation.

**Consultation Details:**

1. The proposals included in the bid were developed with the input from a range of colleagues in Housing and Landlord Services, Adult Social Care, Children’s Services and Public Health; homelessness sector partners; Registered Providers and other key stakeholders.
2. Consultation with Cabinet Member for Housing Delivery and Homes.
3. There is no requirement for public consultation.

**Background Documents:**

- Single Homelessness Accommodation Programme: Prospectus and guidance (outside of Greater London): <https://www.gov.uk/government/publications/single-homelessness-accommodation-programme/single-homelessness-accommodation-programme-prospectus-and-guidance-outside-of-greater-london>

<b>Revenue Cost</b>	<b>£1,298,880</b>	<b>Source of Revenue Funding</b>	Grant funding
<b>Capital Cost</b>	<b>£5,700,000</b>	<b>Source of Capital Funding</b>	50% grant funding, 50% HRA

One off cost <input checked="" type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>
--	---------------------------------------	--	---

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

**Finance Advice:**

Rising homelessness is a nationwide issue, and also impacts acutely within Bristol City. The increasing number of individuals and families presenting themselves to the Council as homeless continues to apply significant upward pressure to budgets.

Currently, TA is predominantly provided through third party landlords, hotels and bed and breakfasts, which are both expensive to use and also limited in number. The ability to replace these placements with alternatives, such as the acquisition of our own units, is one of the Top 4 areas of saving. The use of capital grant funding of up to 50% to aid acquiring these units will also help with the long-term viability of these units, which will be let at a maximum of Affordable Rent, thereby avoiding as far as is practicable any housing subsidy loss, reducing pressure on revenue budgets.

A Proval appraisal has been undertaken on the above proposal and demonstrates a positive NPV.

The assumptions contained within this report have been included in the current initial update of the 2023/24 HRA Business Plan in order to determine if these additional capital costs can be accommodated. The plan demonstrates that it can cope with the purchase of these additional units at a 50% grant rate, let at social rent.

Provision for these units has also been made within the draft 2024/25 HRA Business Plan utilising development provision previously allocated against as yet unidentified sites. However the full refresh has not yet been finalised and the plan is subject to additional investment pressures around compliance, health and safety, energy efficiency, de-carbonisation and potential as yet unknown factors, as well as the wider economic climate. As a result of these unknown pressures, we would not recommend committing to more than 30 units given the risk of the business Plan becoming non-compliant in the short to medium term.

Should the application for this grant proceed and be successful, then potential purchase should be measured against the budget envelope within the financial appraisal to ensure Value for Money and no budgetary overspends. To support this, independent valuations will be sought.

The draft grant conditions at this bidding stage contains a general requirement for the capital grant to be spent for capital purposes only and that the Council will need to confirm that the spend has been carried out for capital purposes through a declaration. Grant will be claimed at the appropriate milestone during the acquisitions process. There are no other specific requirements set by the funder within the draft grant conditions.

**Finance Business Partner:** Ben Hegarty – Finance Business Partner (Growth and Regeneration), 27 October 2023

**2. Legal Advice:** The Council’s power to acquire property by agreement and at market value falls within the Local Government Act 1972 for the purpose of any of its functions or for the benefit, improvement or development of the area.

**Legal Team Leader:** Husinara Jones, Team Leader/Solicitor, 26 October 2023

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

**IT Team Leader:** Alex Simpson, Lead Enterprise Architect – 3 October 2023

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

**HR Partner:** Celia Williams, HR Business Partner 17 October 2023

<b>EDM Sign-off</b>	John Smith, Interim Executive Director Growth &	03 October 2023
---------------------	---	-----------------

	Regeneration	
<b>Cabinet Member sign-off</b>	Cllr Tom Renhard, Cabinet Member for Housing Delivery and Homes	30 October 2023
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	09 October 2023

<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>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>

## Expansion of Housing First Risk Register

### Negative Risks that offer a threat BCC relating to SHAP Funding Bid (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Directio n of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			Date
										Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	
1	We do not deliver the number of properties we say we will	<ul style="list-style-type: none"> <li>* BCC/partner organisations do not receive the level of funding from SHAP that we hope to for each proposal</li> <li>* Challenges in identifying properties that meet requirements and price range available</li> <li>* It takes longer to source and purchase/refurbish properties than anticipated</li> <li>* Unforeseen delays such as conveyancing days, survey issues, planning issues or works/refurbishment issues</li> </ul>	<ul style="list-style-type: none"> <li>* BCC are not able to increase affordable housing supply as much as we intended to, leading to a possible negative impact on rough sleeping reduction</li> <li>* We may not receive full capital grant for anything not delivered within the target timescale and will not receive any support revenue grant for anything not delivered (delivered means ready to occupy)</li> <li>* Reputation with DLUHC and Homes England affected</li> </ul>	Open	Empowering & Caring	Financial, service delivery and reputational risk	Head of Housing Options	<ul style="list-style-type: none"> <li>* A named officer in council will monitor delivery with regular reporting to head of service</li> <li>* We will ensure a good level of delivery planning prior to funding awards being announced - 'assume it will happen and prepare as such'</li> <li>* Where we know planning consent will be required, there will be early liaison with the planning team. We will draw on knowledge and information from recent planning application success for similar accommodation</li> <li>* We will engage in early conversation with Homes England and DLUHC regarding any delivery issues. It may be possible to negotiate delivery extensions</li> </ul>	<>	2	3	6	Not known, nominal.	1	3	3	Mar-25
2	Properties procured do not meet the full needs of the client group that need to access the service and those with protected characteristics are excluded	Inadequate procurement strategy and direction that ensure the needs of all clients who will be accessing the service are taking into account	<ul style="list-style-type: none"> <li>* There are barriers to some people, potentially from protected groups, accessing this accommodation</li> <li>* The accommodation does not achieve the intended impact on reducing rough sleeping as some people are still not able to end their rough sleeping via this provision</li> </ul>	Open	Empowering & Caring	Service Delivery and Equalities Risk	Head of Housing Options	<ul style="list-style-type: none"> <li>* Ensure EqIA assessment actions are completed and that the EqIA is regularly reviewed.</li> </ul>	<>	2	3	6	N/A	1	3	3	Mar-25
3	BCC/partners cannot provide a support service for this accommodation past end of revenue grant funding	<ul style="list-style-type: none"> <li>* SHAP support revenue funding continues only for three years.</li> <li>* There is no other source of funding or resource for the service</li> </ul>	<ul style="list-style-type: none"> <li>* People living in the accommodation will lose the wraparound support element. This may result in them not being able to maintain the accommodation or tenancy, potential increase in ASB, evictions, abandonment</li> <li>* This potentially has a knock on effect on rough sleeping numbers in Bristol</li> </ul>	Open	Empowering & Caring	Service Delivery and Reputational	Head of Housing Options	<ul style="list-style-type: none"> <li>* BCC and partners will engage in early conversation with DLUHC regarding the need for extended revenue funding for this accommodation</li> <li>* We will ensure early contingency planning for the scenario where SHAP do not extend revenue funding to include other potential sources, merging provision with other support services that are funded by alternative funding streams</li> <li>* There is the possibility to consider moving out occupants of the accommodation and re-letting as general needs or low-support accommodation</li> </ul>	<>	3	3	9	N/A	1	3	3	Mar-25
4	Market values for properties for sale increase	External market forces that are beyond our control	<ul style="list-style-type: none"> <li>* Purchase price by property increases</li> <li>* This may impact the successful delivery of the target number of units within the target timescale. See consequences in Risk Line 1.</li> </ul>	Open	Empowering & Caring	Financial, service delivery and reputational risk	Head of Housing Options	<ul style="list-style-type: none"> <li>* There is little that can be done to mitigate this as an external factor beyond our control.</li> <li>* We will ensure close monitoring of market prices</li> </ul>	<>	3	3	9	Not known, nominal.	1	3	3	Mar-25

# Equality Impact Assessment [version 2.12]



Title: Single Homelessness Accommodation Programme (SHAP) Funding Bid (Expansion of Housing First)	
<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: Andrew Linton
Service Area: Housing Options	Lead Officer role: Commissioning 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 purpose of this proposal is to seek Cabinet approval for Bristol City Council (BCC) to submit a bid to the Single Homelessness Accommodation Programme (SHAP), and to spend any successful awarded. Subject to successful grant award, the proposal also seeks Cabinet approval for BCC to accept and spend the grant award from DLUHC for the SHAP bid submitted previously in partnership with St Mungo's.

The Single Homelessness Accommodation Programme (SHAP) offers the opportunity to secure grant funding to increase the supply of high-quality supported accommodation. This is needed to help individuals to recover from the root causes of homelessness and to reduce the overall prevalence of rough sleeping in Bristol. This accommodation would be targeted at single people, who would normally be owed a full homelessness duty and would therefore provide a cost-effective alternative to privately managed unsupported temporary accommodation.

### 2. Single Homelessness Accommodation Programme (SHAP) - Overview

The Department for Levelling Up, Homes and Communities (DLUHC) have launched SHAP: a new £200 million programme offering grant funding to increase the supply of high quality, specialist supported accommodation to address gaps in the existing homelessness pathways and achieve a sustainable reduction in rough sleeping.

The programme is targeted at two cohorts:

1. Single adults with a long history of rough sleeping or with complex needs.
2. Young people (aged 18-25) at risk of experiencing homelessness or rough sleeping.

Funding is available for:

1. Capital grant funding to deliver additional accommodation (specifically blocks of supported housing or dispersed Housing First units).
2. Revenue grant funding to provide intensive support to tenants in the accommodation.

The programme is primarily aimed at funding Registered Providers (RPs) or Local Authorities to deliver units.



However, the programme leaves the door open for other providers to deliver accommodation where explicit agreement is given from DLUHC.

Eligible organisations are expected to contribute their own resources towards capital costs. Capital grant funding is intended to cover gaps in funding, and awards will be made up to approximately 50% of total costs.

100% of support costs are available as revenue grant funding.

Rents charged cannot be above affordable rent levels which helps facilitate individuals who are in or starting employment, particularly compared to other forms of temporary accommodation including Temporary Social Housing where much higher rents can be charged.

Delivery of units for awarded schemes must be completed by the longstop date of 31 March 2025.

### 3. SHAP – Bid Process

Funding is allocated on a first come first served basis, and there are five rounds for submitting bids (February, April, June, September and November 2023).

Before bids are submitted, Local Authorities are required to submit a Strategic Gap Analysis to DLUHC outlining the services needed in the locality for each target cohort. Eligible organisations then submit a bid directly to DLUHC for both capital and revenue funding. Bids are assessed with reference to the Strategic Gap Analyses completed by the Local Authority to ensure that funding requested will go towards services that are needed locally.

### 4. The local need for additional specialist supported housing

In Bristol, the Strategic Gap Analyses have been drafted with input from Commissioners in Homelessness, Adult Social Care, Public Health, and Children’s Services. These highlighted the following gaps in provision:

Gap	Description
<p><b>4.1. Individuals placed in privately managed unsupported temporary accommodation due to limited capacity in high supported accommodation.</b></p>	<p>Existing high support accommodation is used to house homeless clients with complex and overlapping support needs. These clients are usually found to be in priority need and therefore owed a full homelessness duty.</p> <p>This high support accommodation however is oversubscribed, leading individuals to be placed instead in privately run, unsupported temporary accommodation which is unsuitable for their needs and expensive for BCC. Reducing the reliance on this privately run temporary accommodation is one of the top four corporate priorities for the Council.</p> <p>There are currently 119 clients waiting for accommodation in high support services, including 49 individuals placed in private accommodation.</p>
<p><b>4.2. People for whom existing accommodation doesn’t work</b></p>	<p>Existing supported accommodation is grouped into pathways, with the aim being that clients are supported to progress through high, medium, and low supported accommodation and then move-on to independent tenancies. However, this model doesn’t work for everyone; there is an identified cohort of 56 adult clients with more complex needs who have repeatedly cycled in and out of pathway accommodation and homelessness, and for whom hostel environments may no longer be suitable or available.</p> <p>Evidence has shown that Housing First, where an individual is given a self-contained tenancy with intensive visiting support, works well for this client group in particular. While Bristol has a small number of Housing First units, these too are oversubscribed and do not have a secure long-term funding stream.</p>

	For Young People, a small cohort of clients have been identified who, due to risks and/or vulnerabilities, cannot be placed in existing hostels. For this group, a need has been identified for much smaller settings to provide more intensive support (max 5 beds).
<b>4.3. Existing supported accommodation is at risk</b>	Existing supported accommodation is commissioned until October 2023. Providers have already contacted the Council to note that contract costs have not increased in 6 years despite their delivery costs increasing. Unless the Council can provide a sufficient uplift in contract values, the number of supported accommodation units the Council will be able to procure will reduce when current contracts come to an end, which would lead to an increase in the use of privately managed unsupported temporary accommodation. This would have a detrimental equality impact as unsupported temporary accommodation is less likely to cater for the specific needs of clients.

SHAP provides a timely opportunity to address these challenges by providing capital grant funding to develop cost-effective, high quality supported accommodation. This accommodation can fill gaps in provision and reduce reliance on privately managed unsupported temporary accommodation, as well as offering 100% revenue funding for three years to supplement existing BCC funding for support services.

## 5. Developing scheme ideas

In partnership with the Strategy and Enabling Team, Housing Options promoted SHAP to 26 external accommodation providers, including all of the Registered Providers who work in Bristol, but have had limited uptake. We've had some feedback on the reasons for this, including:

- A reluctance to work with the SHAP cohort (particularly those 'with the longest histories of rough sleeping and the most complex needs'), who are seen as a higher risk.
- Organisations reporting that they are already at capacity with existing developments.
- Organisations reporting that the level of capital grant funding is insufficient for acquiring properties in Bristol.
- Concerns that delays/capacity in BCC planning would prevent schemes from being delivered within SHAP timescales.
- Decisions to focus on other asks from BCC (e.g., around temporary social housing, Ukrainian households, Afghan refugees).

### 5.1. Potential schemes with Registered Providers

We are in continued discussion with 3 Registered Providers with a view to them submitting bid for SHAP funding. These bids would be made directly by Registered Providers to DLUHC and, if successful, grant funding would go directly to the provider. As such, these schemes are for noting rather than requiring Cabinet approval.

- Places for People – (1) Acquisition of 4 x 5 bed houses for high/ medium support; and (2) Remodelling of existing Pathway supported accommodation to cater for clients with higher support needs.
- Bristol Community Land Trust – Clusters of studio flats for young people.
- Ashley Community Housing – Clusters of studio flats for young people.

### 5.2. ARA – Bid for 15 units of Housing First

We are also in discussions with Addiction Recovery Agency (ARA), the Lead Provider of Pathway 4, around submitting a bid for 15 units of Housing First accommodation. ARA are proposing to buy 15 x dispersed 1 bed properties using SHAP capital grant funding and a loan from Social and Sustainable Capital (SASC). Support would be delivered by ARA workers, funded 100% by SHAP revenue grant funding.

ARA are not currently a Registered Provider, so cannot bid directly for grant funding. Instead, their bid would be submitted by BCC and, if successful, SHAP grant funding would be paid to BCC. BCC would then enter into a contract with ARA to transfer the grant money. BCC is not required to contribute any funding for the scheme, however the grant agreement and conditions would sit with BCC. Further work is being carried out with Finance and Legal to understand the risks involved with this arrangement.

ARA have modelled costs as follows. Please note that these figures are indicative and may change prior to bid submission in September:

**Support Grant Funding:**

- £184,000 p/a (£552,000 for three years)
- Unit cost of £12,267 per client
- 100% of costs covered by grant funding.

**Capital Grant Funding:**

- Modelled on average cost of £188,667 per property
- Grant ask of £94,333 per property (50%) with remaining 50% to be borrowed from SASC
- Total grant ask of £1,415,000 for 15 properties.

Total grant funding over three years: £184,000 + £1,415,000 = £1,967,000

**6. Opportunities to develop scheme ideas internally using HRA capital**

If the Council contributed capital funding from the HRA then it could apply for grant funding to deliver some or all of the above schemes directly. At Housing Services Leadership Team (HSLT) on 07/02/23 it was noted that there is not a budget to commit new capital funding to SHAP schemes. However, capital has already been agreed to develop cost effective alternatives to unsupported temporary accommodation through the Temporary Accommodation Project, and it was recognised that the aims and target cohorts of SHAP and the Temporary Accommodation Project cross over. We therefore looked at existing workstreams of the Temporary Accommodation Project, to see whether we could access capital grant funding towards these. Unfortunately, all options explored were either unsuitable for use by the target cohorts or were outside the eligibility criteria for SHAP.

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

<input checked="" type="checkbox"/> Bristol City Council workforce	<input checked="" type="checkbox"/> Service users	<input type="checkbox"/> The wider community
<input checked="" 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]
--	------------------------------------	-----------------

**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: [How we measure equality and diversity \(bristol.gov.uk\)](https://www.bristol.gov.uk/equality-diversity)

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](#)

<b>Data / Evidence Source</b> [Include a reference where known]	<b>Summary of what this tells us</b>
Reducing Rough Sleeping Needs Analysis December 2020 (Appended to this EQIA)	The Needs Analysis tells shows us the current situation in relation to affordable housing need and demand in Bristol and thus the need for this accommodation. It also gives us the demographics and equalities profile of Bristol's current rough sleeping population who will be the beneficiaries of this accommodation. It included data on age, gender, ethnicity, disability, sexual orientation, and religion.
Bristol Quality of Life Survey  Quality of Life 2020-21 — Open Data Bristol	Bristol citizens who are: living in council rented accommodation; living in the 10% most deprived areas of the city; aged under 25; Black, Asian and minority ethnicity; have a non-Christian faith/religion; full-time carers, or single parents are less likely to be satisfied overall with their current accommodation than average.
Internal Database maintained by the Interim Supported Accommodation Team.	There are currently 119 clients waiting for accommodation in high support services, including 49 individuals placed in private accommodation.
Housing Support Register	There are 56 single adults who meet the definition of the 'Target Priority' group: those with more complex needs who have repeatedly cycled in and out of pathway accommodation and homelessness.
<b>Additional comments:</b>	

## 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 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.

There is no reliable data on marriage and civil partnership, pregnancy and maternity (the majority of Bristol's rough sleeping population are single male), or gender reassignment.

## 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.

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 a change process 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.

We regularly consult with internal and external stakeholders who are delivering services for single people that are rough sleeping or have recently rough slept, in order to understand the needs of clients. Specifically in relation to SHAP, there has been consultation with partners about existing gaps in provision so that we can target bids to address these gaps. As part of this consultation, we have listened to what specific needs the client group has and what the main challenges and barriers are in terms of accessing accommodation, paying particular attention to equalities-related issues.

## 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.

Commissioners and service managers of the accommodation will continue to liaise regularly with service staff and clients to ensure we fully understand the needs of the client group and ensure that there is as equal access as possible for this accommodation. We also intend for some of the information gathered to inform targeted sourcing of properties, such as accessible and adaptable accommodation and homes in certain areas of the city that best suit those with particular cultural needs.

There will also be a named commissioning officer or manager that will be responsible for ongoing engagement with and contract management of the providers of the accommodation and aligning support service. This will include multi-agency meetings to help to ensure a collaborative approach, consistency of quality of service, and collective addressing of any issues that arise in terms of people accessing the service and best practice sharing.

There is no requirement to conduct a public consultation before bidding or spending SHAP grant funding. Due to the timescales involved and the number of specialists already consulted, there are no plans to conduct a public consultation.

## 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 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)	
<p>There is a risk that if the bid is not successful and we are not able to retain current levels of pathway accommodation due to council budgets not increasing with provider costs, then people will be impacted negatively: the reliance on unsupported Temporary Accommodation would probably increase, which is less likely to cater for the needs of individuals.</p> <p>If there is not enough suitable accommodation in a range of localities, some people may not have their needs met, be cut off from their existing cultural and/or support networks or feel insecure or unsafe because of their protected characteristics. We will aim to mitigate these risks by looking to spread units across the city as much as possible.</p> <p>We will ensure that organisations managing accommodation comply with their duty to make reasonable adjustments for Disabled people, in line with the Equality Act 2010 and the Public Sector Equality Duty.</p>	
<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 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:	There is likely to be a limited supply of accommodation that is accessible or adaptable to suit the needs and requirements of Disabled people, including those with mobility impairments.
Mitigations:	<p>We will engage with referring services to understand the numbers of people who may be suitable for this accommodation subject to having a suitable property for their needs, and also to obtain information about what those needs are.</p> <p>We will use this information to inform the sourcing and conversion works required of the accommodation, in order that there is sufficient accommodation that will meet the needs of Disabled people, including those with mobility impairments. As above We will ensure that organisations managing accommodation comply with their duty to make reasonable adjustments for Disabled people, in line with the Equality Act 2010 and the Public Sector Equality Duty.</p>
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Women have historically made up around 15-20% of the client group and may experience additional barriers to accessing services. Accommodation may not be suitable in terms of safety or facilities.
Mitigations:	The sourcing and allocation of accommodation will consider the needs of women, including safety and facilities.
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	A lack of diversity in some localities may mean increased likelihood of discrimination and hate incidents.

Mitigations:	As above we will seek to ensure there is a range of suitable properties in different localities.
<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 checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	A lack of diversity in some localities may mean increased likelihood of discrimination and hate incidents.
Mitigations:	As above we will seek to ensure there is a range of suitable properties in different localities.
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	A limitation in terms of the areas in which successful purchases can take place may have an impact on Black, Asian and minority ethnic people, as some areas of the city have higher levels of racially motivated hate crime, and particular cultural needs may not be so easily met in these areas.
Mitigations:	We will ensure that the accommodation is sourced in as wide a range of areas across the city as possible and pay attention to sourcing accommodation that will meet the needs of people from different ethnic backgrounds. Accommodation allocations will be managed in a 'best fit' way, meaning that properties can be prioritised for client groups that will meet their cultural needs as far as possible. Providers will be able to access external translation and interpreting services to ensure that support is accessible and meaningful for clients whose English is their second or additional language.
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Some areas may lack places of appropriate places of worship, food etc. and a lack of diversity in some localities may mean increased likelihood of discrimination and hate incidents.
Mitigations:	As above we will seek to ensure there is a range of suitable properties in different localities.
<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 type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Other groups</b> [Please add additional rows below to detail the impact for any other relevant groups as appropriate e.g. asylum seekers and refugees; care experienced; homelessness; armed forces personnel and veterans]	
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

There will be open access referral criteria for the accommodation which will ensure there is no unlawful discrimination for a protected group.

This proposal aims to provide additional secure and long-term accommodation to some of the most vulnerable citizens of Bristol. The security of this accommodation and the wraparound support provided with each placement will advance the equality of opportunity for occupants to engage with work, volunteering and training opportunities as well as integrating into local communities and developing skills to live independently.

## 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 possible lack of accessible accommodation for Disabled people, and the risk of people being accommodated in areas which do not meet their cultural or other needs, can be mitigated by ensuring we source accommodation across different areas in the city and where possible convert properties to be accessible or adaptable. Allocations into this new accommodation will be informed by the needs of the clients to ensure people are best matched to the properties available.

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

Meaningful consultation with the services referring into this accommodation will enable us to fully understand the demographic and needs of specific clients who are likely to be referred to this accommodation and this can be used to ensure the accommodation that is sourced is the best possible fit and meets the needs of a range of groups with protected characteristics. Robust monitoring with a range of tracking methods will enable us to closely monitor that this accommodation is not directly or indirectly excluding certain protected groups.

### 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
Range of relevant monitoring mechanisms to be put in place	Andrew Linton	Subject to whether Bristol is awarded this funding. Monitoring will be in place.
Seek specific demographic and equalities data for those who could be referred to this accommodation and pass this information to those who are sourcing the accommodation or planning any conversions of existing BCC property stock.	Andrew Linton	Subject to whether Bristol is awarded this funding. Monitoring will be in place.

### 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.

The services and organisation responsible for delivering this accommodation will be submitting regular reporting that will monitor who is accessing the service. We will also submit regular reports from the Housing Support Register

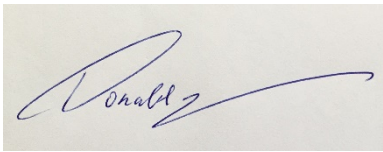


that will be able to tell us the full demographics data of those being nominated for and accepting or declining the accommodation.

There will be robust contract management and review mechanisms in place throughout the delivery of this accommodation which will include close monitoring of clients who are accessing the service and prompt investigation and addressing of any issues and barriers that are preventing anyone from accessing the accommodation. There will be a named commissioning officer or commissioning manager who will ensure regular review meetings with all providers. This person will be responsible for ensuring the monitoring of quality assurance, will collect and interrogate regular service delivery reports and will ensure there is a suitable wide range of monitoring mechanisms in place which shall include obtaining direct service user engagement and feedback. This will include feedback from people who have been nominated for and offered the accommodation, but who are unable or unwilling to proceed with the offer on the grounds the accommodation not meeting their needs due to equalities related risks or issues.

## 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> Donald Graham, Director Housing and Landlord Services 
Date: 16/10/2023	Date: 20/10/2023

<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.



# Environmental Impact Assessment [version 1.0]

<b>Proposal title:</b> Single Homelessness Accommodation Programme (SHAP) Funding Bid (Expansion of Housing First)		
<b>Project stage and type:</b> <input type="checkbox"/> Initial Idea Mandate <input type="checkbox"/> Outline Business Case <input checked="" type="checkbox"/> Full Business Case		
<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
<b>Directorate:</b> Growth and Regeneration		<b>Lead Officer name:</b> Andrew Linton
<b>Service Area:</b> Housing Options		<b>Lead Officer role:</b> Commissioning Manager

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

The purpose of this Environmental Impact Assessment is to help you develop your proposal in a way that is compliant with the council’s policies and supports the council’s strategic objectives under the [One City Climate Strategy](#), the [One City Ecological Emergency Strategy](#) and the latest [Corporate Strategy](#).

This assessment should be started at the beginning of the project proposal process by someone with a good knowledge of the project, the service area that will deliver it, and sufficient influence over the proposal to make changes as needed.

It is good practice to take a team approach to completing the Environmental Impact Assessment. See further [guidance](#) on completing this document. Please email [environmental.performance@bristol.gov.uk](mailto:environmental.performance@bristol.gov.uk) 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. Please use plain English, avoiding jargon and acronyms.

- To seek approval to submit a bid to the Department for Levelling Up, Housing and Communities’ Single Homelessness Accommodation Programme (SHAP) to develop a new Housing First service in Bristol.
- To seek Cabinet approval, subject to successful grant award, to authorise the Executive Director of Growth and Regeneration to approve a SHAP grant award, previously submitted in partnership with St Mungo’s, and to accept and spend the award in consultation with the cabinet member for Housing Delivery and Homes.

### 1.2 Will the proposal have an environmental impact?

Could the proposal have either a positive or negative effects for the environment now or in the future? If ‘No’ explain why you are sure there will be no environmental impact, then skip steps 2-3 and request review by sending this form to [environmental.performance@bristol.gov.uk](mailto:environmental.performance@bristol.gov.uk)

If ‘Yes’ complete the rest of this assessment.

Yes  No [please select]

### 1.3 If the proposal is part of an options appraisal, has the environmental impact of each option been assessed and included in the recommendation-making process?

If ‘Yes’ please ensure that the details of the environmental impacts of each option are made clear in the pros and cons section of the [project management options appraisal document](#).

Yes  No  Not applicable [please select]

If ‘No’ explain why environmental impacts have not been considered as part of the options appraisal process.

## Step 2: What kinds of environmental impacts might the project have?

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. See detailed [guidance documents](#) for advice on identifying potential impacts.

### Does the proposal create any benefits for the environment, or have any adverse impacts?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support our corporate environmental objectives and the wider [One City Climate and Ecological Emergency strategies](#).

Consider how the proposal creates environmental impacts in the following categories, both now and in the future.

**Reasonable efforts should be made to quantify stated benefit or adverse impacts wherever possible.**

Where the proposal is likely to have a beneficial impact, consider what actions would enhance those impacts. Where the proposal is likely to have a harmful impact, consider whether actions would mitigate these impacts.

Enhancements or mitigation actions are only required when there is a likely impact identified. Remember that where enhancements or mitigation actions are listed, they should be assigned to staff and appropriately resourced.

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many categories)		
<p>The proposal is to purchase 30 1-bedroom properties.</p> <p>The SHAP bid will not have any direct significant environmental impacts. Partners included in the SHAP bid are planning to purchase properties on the market for the programme. Much of the accommodation will be sourced from former BCC property stock, and the ongoing provision of accommodation units under this scheme into 2024/25 has considerable non-environmental benefits. Bristol City Council could provide advice around this process to ensure high environmental standards are considered in the property acquisition process.</p> <p>The purchased properties will be refurbished to achieve a higher quality of accommodation by partners included in the SHAP bid. BCC has no direct control on these refurbishments but could provide advice to ensure that high environmental standards are considered throughout the process. This may include encouraging the procurement of energy efficient appliances, promoting recycling in new homes and ensuring that the correct bins are provided, refurbishing to a high environmental standard, considering insulation to the properties and looking at re-use schemes for soft furnishing, if possible.</p> <p>There may be some small levels of waste production and pollution in any conversion works required, however these will not be applicable in this stage of providing ongoing support to tenants in these units.</p>		
<b>ENV1 Carbon neutral: Emissions of climate changing gases</b>	<b>Benefits</b>	<p>BCC has committed to achieving net zero emissions for its direct activities by 2025, and to support the city</p>

<p>in achieving net zero by 2030.</p> <p>Will the proposal involve transport, or the use of energy in buildings? Will the proposal involve the purchase of goods or services? If the answer is yes to either of these questions, there will be a carbon impact.</p> <p>Consider the scale and timeframe of the impact, particularly if the proposal will lead to ongoing emissions beyond the 2025 and 2030 target dates.</p> <p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> <b>No impact</b></p>	<p><b>Enhancing actions</b></p>	
	<p><b>Persistence of effects:</b>   <input type="checkbox"/> 1 year or less      <input type="checkbox"/> 1 – 5 years      <input type="checkbox"/> 5+ years</p>	
	<p><b>Adverse impacts</b></p>	<p>Accommodation will use heat, power, and water, however the proposal is unlikely to cause a significant change in total consumption compared to existing domestic use.</p> <p>Providing support to clients living in dispersed accommodation across the city requires using transport including personal cars.</p>
	<p><b>Mitigating actions</b></p>	<p>The tender and contract management process will encourage the efficient use of utilities and efficient buildings.</p> <p>Support workers will be encouraged to reduce the use of personal cars where possible and to seek transport options that are better for the environment such as buses, trains, lift sharing and bicycles.</p>
<p><b>Persistence of effects:</b>   <input type="checkbox"/> 1 year or less      <input checked="" type="checkbox"/> 1 – 5 years      <input type="checkbox"/> 5+ years</p>		
<p><b>ENV2 Ecological recovery: Wildlife and habitats</b></p> <p>BCC has committed to 30% of its land being managed for nature and to halve its use of pesticides by 2030.</p> <p>Consider how your proposal can support increased space for nature, reduced use of pesticides, reduce pollution to waterways, and reduce consumption of products that undermine ecosystems around the world.</p> <p>If your proposal will directly lead to a reduction in habitat within Bristol, then consider how your proposed mitigation can lead to a biodiversity net gain. Be sure to refer to quantifiable changes wherever possible.</p> <p><a href="#">Further guidance</a></p> <p><input checked="" type="checkbox"/> <b>No impact</b></p>	<p><b>Benefits</b></p>	
	<p><b>Enhancing actions</b></p>	
	<p><b>Persistence of effects:</b>   <input type="checkbox"/> 1 year or less      <input type="checkbox"/> 1 – 5 years      <input checked="" type="checkbox"/> 5+ years</p>	
	<p><b>Adverse impacts</b></p>	
	<p><b>Mitigating actions</b></p>	
<p><b>Persistence of effects:</b>   <input type="checkbox"/> 1 year or less      <input type="checkbox"/> 1 – 5 years      <input type="checkbox"/> 5+ years</p>		

<p><b>ENV3 A cleaner, low-waste city: Consumption of resources and generation of waste</b></p> <p>Consider what resources will be used as a result of the proposal, how they can be minimised or swapped for less impactful ones, where they will be sourced from, and what will happen to any waste generated</p> <p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> <b>No impact</b></p>	Benefits	
	Enhancing actions	
	Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years	
	Adverse impacts	<p>The provision of waste and recycling services and how well users separate recycling will affect this impact.</p> <p>Refurbishment works undertaken will generate small amounts of waste.</p>
	Mitigating actions	<p>The tender and contract management process will encourage the provision and use of good recycling infrastructure. Support workers will work with their clients to encourage recycling and waste reduction.</p> <p>Refurbishment works will be undertaken in line with BCC’s standard processes for voids team, which seeks to minimise waste and follow the waste hierarchy.</p>
Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input checked="" type="checkbox"/> 5+ years		
<p><b>ENV4 Climate resilience: Bristol’s resilience to the effects of climate change</b></p> <p>Bristol’s climate is already changing, and increasingly frequent instances of extreme weather will become more likely over time.</p> <p>Consider how the proposal will perform during periods of extreme weather (particularly heat and flooding).</p> <p>Consider if the proposal will reduce or increase risk to people and assets during extreme weather events.</p> <p><a href="#">Further guidance</a></p> <p><input checked="" type="checkbox"/> <b>No impact</b></p>	Benefits	
	Enhancing actions	
	Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years	
	Adverse impacts	
	Mitigating actions	
Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years		

<p><b>Statutory duty: Prevention of Pollution to air, water, or land</b></p> <p>Consider how the proposal will change the likelihood of pollution occurring to air, water, or land and what steps will be taken to prevent pollution occurring.</p> <p><a href="#">Further guidance</a></p> <p><input checked="" type="checkbox"/> <b>No impact</b></p>	<b>Benefits</b>	
	<b>Enhancing actions</b>	
	<b>Persistence of effects:</b> <input type="checkbox"/> <b>1 year or less</b> <input type="checkbox"/> <b>1 – 5 years</b> <input type="checkbox"/> <b>5+ years</b>	
	<b>Adverse impacts</b>	
	<b>Mitigating actions</b>	
<b>Persistence of effects:</b> <input type="checkbox"/> <b>1 year or less</b> <input type="checkbox"/> <b>1 – 5 years</b> <input type="checkbox"/> <b>5+ years</b>		

**Step 3: Action Plan**

Use this section summarise and assign responsibility for any actions you have identified to improve data, enhance beneficial, or mitigate negative impacts. Actions identified in section two can be grouped together if named responsibility is under the same person.

This action plan should be updated at each stage of the project. Please be aware that the Sustainable City and Climate Change Service may use this action plan as an audit checklist during the project’s implementation or operation.

<b>Enhancing / mitigating action required</b>	<b>Responsible Officer</b>	<b>Timescale</b>
Encouraging support workers to reduce travel by car between support sessions with clients where possible and alternatively use public transport, share lifts, or use bicycles.	Andrew Linton (Commissioning Manager)	March 2025
Ask support workers to encourage clients to recycle household rubbish.	Andrew Linton (Commissioning Manager)	March 2025
The tender and contract management process will encourage the provision and use of good recycling infrastructure and ensuring that they are used properly.	Andrew Linton (Commissioning Manager)	March 2025
The tender and contract management process will encourage the efficient use of utilities and efficient buildings.	Andrew Linton (Commissioning Manager) (This is actioned however by managers overseeing the conversion works or development of the relevant properties.)	March 2025

## Step 4: Review

The Sustainable City and Climate Change Service need at least five working days to comment and feedback on your impact assessment. Assessments should only be marked as reviewed when they provide sufficient information for decision-makers on the environmental impact of the proposal.

Please seek feedback and review by emailing [environmental.performance@bristol.gov.uk](mailto:environmental.performance@bristol.gov.uk) before final submission of your decision pathway documentation<sup>1</sup>.

Where impacts identified in this assessment are deemed significant, they will be summarised here by the Sustainable City and Climate Change Service and must be included in the 'evidence base' section of the decision pathway cover sheet.

<b>Summary of significant beneficial impacts and opportunities to support the Climate, Ecological and Corporate Strategies (ENV1,2,3,4):</b>
<b>Summary of significant adverse impacts and how they can be mitigated:</b>

<b>Environmental Performance Team Reviewer:</b> Daniel Shelton	<b>Submitting author:</b> Bethan Candlin
<b>Date:</b> 25/10/2023	<b>Date:</b> 25.10.23

---

<sup>1</sup> Review by the Sustainable City and Climate Change Service confirms there is sufficient analysis for decision makers to consider the likely environmental impacts at this stage. This does not constitute an endorsement or approval of the proposal.

# Decision Pathway – Report

---

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 07 November 2023

<b>TITLE</b>	<b>WE Work for Everyone Phase 2</b>		
<b>Ward(s)</b>	All		
<b>Author:</b> Jane Taylor	Head of Service. Employment, Skills and Learning		
<b>Cabinet lead:</b> Cllr Asher Craig Cabinet Member for Children’s Services, Education and Equalities	<b>Executive Director lead:</b> Stephen Peacock Chief Executive		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member			
<b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>			
To seek approval to hold detailed bid negotiations for Phase 2 of a UKSPF funded programme designed to improve employment outcomes for people with learning difficulties across the West of England Combined Authority (‘WECA’) area. This will enable the continuation of the WE Work for Everyone programme for people with learning difficulties.			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. In 2019, Bristol City Council received £2.4m investment from ESF and £1.3m from WECA to lead and deliver the WE Work for Everyone specialist employment support programme for people with learning difficulties and autism in Bristol and across the wider West of England region, ending in December 2023.</li> <li>2. Despite the impact of the Covid 19 pandemic, this first phase programme has engaged 1272 participants, of which 699 live in Bristol. By August 2023, 201 participants have entered paid employment, 95 of which live in Bristol. The programme has achieved significant success in engaging with participants without basic skills (128) and supporting economically inactive participants into job search on leaving (130).</li> <li>3. Overall, the WE Work for Everyone has been a unique and successful driver of change. We have worked with people with learning difficulties to raise their employment aspirations, with their parents and carers, and support professionals. We have worked with a wide range of employers including Aardman Animation, Bromford, Our Media, Bristol Zoo, Airbus, Boeing and the Avon Centre to promote the benefits of employing people with learning difficulties.</li> <li>4. The WE Work for Everyone Team has taken steps to work with the Council’s Adult Social Care Team (ASC) to shape and deliver the programme. Following a data match of WE Work participants with the ASC LAS (Logic Adult Care System) we can see that 312 participants have had at least one contact with ASC, of which 101 are registered as having a Learning Difficulty. Of these, 49 were referred directly from ASC and 52 have come into the programme through external marketing and with the support of our partner supply chain.</li> <li>5. The local authority must submit an annual report to government and quarterly data returns of the number of adults with learning difficulties supported by social care who are in employment. For 2021/22, the overall performance across all English local authorities was 5.1%. The West of England Performance shows the performance gap and the current low outcomes for Bristol:</li> </ol>			



### West of England Performance (21/22)

Element	Definition	Bristol	BANES	N Somerset	S Gloucester shire
Denominator	Number of working age (1864) service users who received long-term support during the year with a primary support reason of learning disability support	1018	470	473	753
Numerator	Proportion of working age (18-64) service users who received long-term support during the year with a primary support reason of learning disability support, who are in paid employment (%)	42	61	39	55
Outcome	Proportion of working age (18-64) service users who received long-term support during the year with a primary support reason of learning disability support, who are in paid employment	4.1%	13.0%	8.2%	7.3%

6. In Bristol, there are currently 1035 people with learning difficulties who are of working age and supported by Adult Social Care, (June 23). LAS records show that currently 46 (4.4%) of this group are in paid employment. WE Work for Everyone has highlighted an additional 10 participants in employment on the LAS system who are not showing as employed. We are working with the Insight, Performance & Intelligence team to correct this and to improve the accuracy of future reporting.
7. UKSPF funding will enable WE Work for Everyone Phase 2 to work with 320 people with learning difficulties and autism to support them into paid employment across the WECA area, (160 Bristol based). We intend to focus this programme on more intensive support for a smaller cohort involving specialist employment support, supported internships, skills development and supporting employers with diverse recruitment.
8. In this second phase it is critical that we refresh our joint working with the Adult Social Care Team to increase client referrals and reporting accuracy. This will include regular reports to the ASC Management Team and working more closely with front line social workers and the ASC supply chain to raise employment aspirations, potentially leading to financial savings in the cost of care.

#### Cabinet Member / Officer Recommendations:

That Cabinet:

1. Authorises the Head of Service Employment, Skills and Learning in consultation with the Cabinet Member Children's Services, Education and Equalities to negotiate with WECA and, if successful, to accept and spend funding of up to £830k (including procuring and awarding contracts) and lead on the regional implementation and delivery of the We Work for Everyone Phase 2 programme.
2. Notes the Director of Adult Social Care and the Director of Education and Skills will implement a joint work plan with the ASC team, in partnership with specialist providers and employers, to improve the employment outcomes of adults supported by ASC through the WE Work for Everyone programme.

#### Corporate Strategy alignment:

Improving the employment of people with learning difficulties contributes to the Mayor's commitment to inclusive economic growth and social mobility. It also helps reduce the reliance of people with learning difficulties on public services and promotes their economic and social independence, health and wellbeing.

#### City Benefits:

By implementing these recommendations, Bristol City Council can lead the way in relation to our employment

practices – we can demonstrate proactively how we are taking positive action and **not** discriminating against Disabled people, and how our workforce is reflective of the communities we serve. We can also work with other employers to improve their access to specialist support and resources so that their workforce and business can benefit from the employment of people with learning difficulties.

**Consultation Details:**

The initial proposal to use West of England UKSPF funds for this proposal was discussed and agreed with WECA and member authorities. This proposal has also been discussed and developed with lead managers and budget holders in the City Council who are currently responsible for services to improve employment outcomes for people with learning difficulties. It has been discussed with external bid partners: Bath & North East Somerset and South Gloucestershire; FE colleges; DWP; VCS providers, including specialist agencies with expertise in providing employment support to people with learning difficulties.

**Background Documents:**

[European Social Fund \(ESF\) bid opportunity to improve the employment of people with learning difficulties Cabinet Decision November 2019](#)

[WE WORK for Everyone Project Contract Award Cabinet Decision November 2021](#)

<b>Revenue Cost</b>	£897,500	<b>Source of Revenue Funding</b>	£830,000 grant from WECA and £67,500 revenue budget from Learning Disability Employment Support 24/25 Budget – There is a potential for a further £200,000 from DFE to build additional Supported Internship activity into the programme through a separate grant we are currently applying for
<b>Capital Cost</b>	£nil	<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 checked="" type="checkbox"/>

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

**1. Finance Advice:** This £830k WECA grant application will support the Service to deliver Councils Commitment to inclusive economic growth and social mobility, will directly benefit people with learning needs and or autism (circa 320) as well as providing support to employers facilitating workforce change. The financial commitment to Bristol is the £67,500 (or 8%) cash spending will be used as match funding from Learning Disability Support budget.

Finance Business Partner: Angel Lai, Finance Manager 07 September 2023

**2. Legal Advice:** The submission of bids for grant funding raises no particular legal issues. If successful, 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 7 September 2023

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

Alex Simpson – Lead Enterprise Architect. 8 September 2023

**4. HR Advice:** There are no significant HR issues arising from this report.

**HR Partner:** Lorna Laing – HR Business Partner. 7 September 2023

<b>EDM Sign-off</b>	Reena Bhogal-Welsh – Director Education & Skills	13 September 2023
<b>Cabinet Member sign-off</b>	Councillor Asher Craig	18 September 2023
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	9 October 2023

<b>Appendix A – Further essential background / detail on the proposal</b> A1. Draft WE WORK Phase 2 Delivery Plan	<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>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>

# West of England Combined Authority UK Shared Prosperity Fund (UKSPF)

## Delivery Plan for Projects Allocated Continuation Funding

### 1. PURPOSE

1.1. On 28<sup>th</sup> June 2023 Combined Authority CEOs recommended funding allocations for the People and Skills elements of UKSPF. Your project has been allocated the maximum funding amount below:

Project Name	Funding allocated
We Work for Everyone	£800,000

1.2. We require programmes to complete all sections of the below delivery plan to ensure

1.2.1. The project team can effectively work in partnership with you as we have all the information on how you plan to deliver.

1.2.2. The project team and grants team can effectively manage your grant funding. This includes using details in this delivery plan to draft a Grant Offer Letter, form the basis of monitoring and reporting and provide a baseline for any required changes to the programme through a formal change management process.

1.3. This delivery plan will not progress through formal governance processes, but we may decide to seek input from our Skills Officer Group consisting of Skills lead from our Local Authority partners.

1.4. For your delivery plan to be complete, as well as submitting this form you must complete and provide the following:

- a. Appendix C: Financial Annex
- b. Appendix D: UKSPF outputs and outcomes table
- c. Letter from chief Financial Officer

1.5. To ensure we can work together on any queries and draft a Grant offer letter please complete this Delivery plan and attachments and email to Nichola Wallworth by **Monday 14<sup>th</sup> August**.

[Nichola.Wallworth@westofengland-ca.gov.uk](mailto:Nichola.Wallworth@westofengland-ca.gov.uk)

1.6. In the process of getting your grant in place the project and grants team may need additional information for example new due diligence may be required, branding guidelines, etc. We thank you in advance for your cooperation and reassure you we will only ask for information required for our grant funding auditing or required from The Department for Levelling Up, Housing and Communities (DLUHC).

## 2. LEAD PROVIDER DETAILS

<b>Lead Organisation Name</b> <i>(full organisational name as registered)</i>	Bristol City Council
<b>Lead Contact Name &amp; Position</b>	Paul Gaunt. Employment Support Manager
<b>Registration Number</b>	
<b>Lead Organisation Address</b> <i>(full address with postcode)</i>	City Hall College Green Bristol BS1 5TR
<b>Email Address</b>	paul.gaunt@bristol.gov.uk
<b>Telephone Number</b>	07795 446 288
<b>Programme Name</b>	WE WORK for Everyone. (Phase 2)

### 2.1. Consortia Partners:

*These are key organisations who will help you deliver the proposal. This may include sub-contracting arrangements. Where there are subcontracting arrangements, please complete the additional information.*

<b>Consortia Members (if appropriate)</b>				
<b>Organisation Name &amp; Address</b>	<b>Lead Contact Name &amp; Email</b>	<b>Location of consortia Partner</b>	<b>Summary of role and responsibilities within consortia</b>	<b>Is there any arrangement predetermined? If yes, are there any key decisions made on funding allocation?</b>
<b>Bath and North East Somerset Council</b>	Claire Lynch	Bath	Delivery partner & participant referrer  Programme Governance	Arrangement pre-determined.  Key decisions already made on finance.
<b>South Gloucestershire Council</b>	Julie Cathcart	South Gloucestershire	Delivery partner & participant referrer  Programme Governance	Arrangement pre-determined.  Key decisions already made on finance.

## 2.2. Wider partnerships

*These may be partners who are not necessarily compulsory to deliver the proposal but where you expect to have links which will benefit the delivery of the programme referrals and participant outcomes.*

<b>Name of Organisation/programme</b>	<b>Summary of partnership</b>	<b>How this will support positive skills and or employment outcomes</b>	<b>Is the arrangement pre-determined Y/N</b>	<b>Location of partner organisation</b>
<b>Participating Local Authority Adult Social Care Teams</b>	Referral generation, drivers of system change through supporting	Training of front line Social Care staff will help raise aspirations of their	N	Bath & North East Somerset and South Gloucestershire Councils

	clients to participate in WE WORK for Everyone programme	clients and their carers with regards to paid employment opportunities		
<b>DWP</b>	Referral generation, drivers of system change through supporting clients to participate in WE WORK for Everyone programme	Training of front line Job Centre staff will help raise aspirations of their clients with regards to paid employment opportunities	Y	West of England Job Centres
<b>FE Colleges, Community Learning &amp; training providers</b>	Education & Skills provision	Provision of supported internships, training and education funded through AEB, High Needs Budget and WE WORK programme finance	Y	City of Bristol, Bath & S Gloucs Colleges. Community Learning, private and VCS providers

### 3. DELIVERY PLAN

Question 1 - GEOGRAPHICAL COVERAGE AND TARGET GROUPS							
1a	<p><b>Which areas of the West of England Combined Authority region will benefit from the activity?</b> (Complete the table below as appropriate).</p>						
	<table border="1"> <thead> <tr> <th>Local Authority Area</th> <th>Approximate percentage of individuals reached (%)</th> </tr> </thead> <tbody> <tr> <td>Response:</td> <td>Response:</td> </tr> <tr> <td>West of England Combined Authority area: (Bristol, Bath and North East Somerset, South Gloucestershire)</td> <td>400 individuals with a learning difficulty  0.06% of the 633,800 people of working age within West of England Combined Authority area</td> </tr> </tbody> </table>	Local Authority Area	Approximate percentage of individuals reached (%)	Response:	Response:	West of England Combined Authority area: (Bristol, Bath and North East Somerset, South Gloucestershire)	400 individuals with a learning difficulty  0.06% of the 633,800 people of working age within West of England Combined Authority area
Local Authority Area	Approximate percentage of individuals reached (%)						
Response:	Response:						
West of England Combined Authority area: (Bristol, Bath and North East Somerset, South Gloucestershire)	400 individuals with a learning difficulty  0.06% of the 633,800 people of working age within West of England Combined Authority area						
	<p><b>What is the target group/s benefiting from the activity?</b></p> <p><i>Response must include:</i></p> <ul style="list-style-type: none"> <li>• <i>Target group benefitting from the programme. Try and be as specific as you can for example specific ages, genders, employability status, specific areas of disadvantage etc.</i></li> <li>• <i>Key reasons and supporting evidence which underpin your decision for your chosen target groups</i></li> <li>• <i>How will the project seek to address needs and barriers specific to your chosen target groups?</i></li> <li>• <i>How will the project address equality, diversity and inclusion (EDI) through its activities (e.g., how will it engage diverse residents and support diversity in our regional workforce?)</i></li> <li>• <i>If your project is targeting participants in specific sectors, please also outline this here</i></li> </ul> <p>(Max 300 words)</p>						
	<p>Response:</p> <p>The project will deliver the objectives of the UK Shared Prosperity Fund Investment Priority E33: Employment support for inactive people by providing intensive and wrap around support one - to - one support to move people closer towards mainstream provision and employment.</p> <p>The WE Work for Everyone Programme will specifically target people with a learning difficulty to support them to move closer to or achieve and maintain paid employment, supported by a Navigator on a 1 to 1 basis. People with learning difficulties face particular labour market disadvantage, may have more than one disadvantage barrier, have potential low level basic and employability skills, and struggle to move into and retain paid employment and sustainable career pathways.</p>						



WE WORK for Everyone will utilise local provision, driven by a single delivery model and underpinned by a single Menu of Opportunity. The programme is a collaborative partnership between the LA areas of Bristol, South Glocs, Bath & North East Somerset and with the West of England Combined Authority, four local colleges and the DWP.

The project will meet the objectives by improving and increasing the employment outcomes. It will promote social inclusion for people with learning difficulties through an individualised programme which will focus on their specific needs, and identify pathways (specific support, vocational and education opportunities, career planning, on the job coaching) to move them towards or into paid and sustainable employment. People with learning difficulties are far from the labour market and require more in-depth interventions to enable them to access paid employment. Through an individualised approach, this programme will increase participation in the labour market, improve social inclusion, self-esteem, social mobility, and the well-being of people with learning difficulties.

274 words

### Question 2 - PROGRAMME CONTENT, DESIGN & DELIVERY

**2a** Please provide an overview of what your proposed intervention aims to achieve. (i.e., what will the progression be?)

*Response must include:*

- *What is your initiative preparing participants to move onto/towards? Specifically, what are the outcomes/progressions you expect to see?*
- *What will the value added be? i.e., what will participants have gained as a result of your intervention? This could include skills, confidence, experience, accredited qualifications etc.*
- *How will your activities be delivered to achieve the proposed progression? For example, in person, hybrid, bitesize opportunities, engagement at specific times of the day or week, engagement with employers, wrap around mentoring, ongoing support etc.*

(Max 300 words)

Response:

WE Work for Everyone will work with economically active and inactive people and will:

- Offer an individualised programme to support people with a learning difficulty to access the labour market, to identify pathways such to help them move closer to and obtain paid employment.,
- Provide intensive 1 to 1 support to identify suitable career pathways and signpost to specialist services, including bespoke models of education and skills provision aimed at people with learning difficulties.
- Strengthen the work with service users, schools, employers and parents / carers.

- Support people with a learning difficulty to retain employment by ensuring ongoing support once in employment and working with their employer to meet both the employer's and the employee's specific needs.
- Identify and embed models of effective practice with internships and supported employment.
- Raise awareness of the contribution which people with learning difficulties can make to employers.
- Develop a Quality Standards and commissioning framework for specialist employment support, for the West of England area.
- Establish a sustainable model of support which can continue long-term across the West of England Combined Authority area.

As a result, participants will benefit from:

- Access to employment for people with learning difficulties. This includes those who are economically inactive and those furthest from the labour market.
- Offering effective support to enable people with learning difficulties to get into and retain paid employment (including self-employment).
- Increased skills and the opportunity to achieve qualifications relevant to achieving employment
- Contributing to improving the health and wellbeing of people with learning difficulties and helping them to be active members of society and economically independent. It is known that the exclusion of people with learning difficulties from employment means that their health and wellbeing is effectively at risk.
- Providing individualised support which will include information to help people with learning difficulties explore self-employment and entrepreneurship options.

**2b**

**Please provide an overview of the programme you are proposing to deliver which will achieve the progression set out in 2a?**

*Your response must include:*

- *What activities will be involved? include elements such as marketing and partnership working.*
- *Who will deliver activities (please indicate staffing involved in the delivery of the programme, including name, role and FTE, and whether staff are existing, or they will need to be recruited)? This must include an organisation diagram.*
- *What is the content of activity? Be as specific as you can.*
- *You must set out the delivery model including how your intervention will remove barriers to the target group/s chosen. How will you reach your chosen target group, keep them engaged and support their onward progression?*
- *What is the criteria for minimum engagement? And how will you be able to evidence an individual who has completed the programme? (This will*

*provide a definition for us on what a minimum completion will look like for this programme).*

(Max 300 words)

Response:

### **Recruitment**

Economically active and inactive participants will be recruited via a range of sources, including self-referral, from family, social workers, education and training providers, other local funded programmes.

A website will outline support options available through the programme.

### **Employment Navigators x 8.4FTE**

Navigator activities:

- **Client Engagement (one to one interview)** -to sign up the project and find out more, what support will be on offer, and agree next actions.
- **CEIAG** -Access to online careers tools, identifying job and career opportunities and pathways, matching LMI employment data with career aspirations.
- **Diagnostic toolkit**- The toolkit will draw on a number of diagnostic approaches typical of supported employment and careers development to establish potential routes to work.
- **Pathway Planning** - This will be identified from the toolkit and will establish their pathway and next steps.
- **Track participant progress** - Following up and tracking participant progress from signing up to leaving the project

Participants will be referred to one or more of three pathways:

#### **1. Employment Support Specialists**

Support through a robust model of supported employment that includes:

- **Vocational profiling** - A discovery and planning process that enables people to identify what they want to achieve and plan for getting there.
- **Employment planning** - Planning the best approach to look for the ideal job
- **Job search**- Working together to find vacancies that meet employment goals.
- **Pre-employment training** -specialist employment support at work, training, identifying support needs, helping the participant learn on the job, and regular workplace reviews.

#### **2. Education and training**

- **Vocational qualifications** - Working with delivery partners to identify appropriate training opportunities.
- **Functional skills** - Improving participants Maths, English and ICT skills).
- **Employability skills** - A range of accredited employability skills training at various levels.
- **Community education** - Courses to improve employability and vocational skills.
- **Supported Internships** Participants with an EHCP and those without an EHCP will be supported.

### 3. Alternative provision

Including a range of programmes which will be set up according to demand. This will be innovative and creative and respond to local demands.

#### Community of Practice

Sharing best and effective practice and providing a support and advisory community for the Employment Support Specialists and Employment Navigators.

#### Promotion

- Working with agencies, social services, other funded programmes and training providers
- Producing a marketing and promotion plan which will outline activities, timelines and media plans.
- A dedicated website & literature
- Jobcentre Plus offices.
- Workshops and seminars.
- Training for non-employment staff, employers and families.

#### Achievement

Each participant will achieve a minimum of one outcome as listed in Annex D

2c

**How will your consortia partners and wider partners contribute delivering this programme? (E.g., getting referrals to some services, providing mentoring, etc)**

*Your response must include:*

- *Who the consortia partners are and who will be their staff involve delivering the programme?*
- *Identify key stakeholders and the role they will play in the design and delivery of your provision and the participants outcomes.*
- *Be clear how you will link with the Skills Connect service.*

(Max 200 words)

Response:

- *Who the consortia partners are and who will be their staff involve delivering the programme?*
- *Identify key stakeholders and the role they will play in the design and delivery of your provision and the participants outcomes.*
- *Be clear how you will link with the Skills Connect service.*

We will retain our existing Phase 1 Consortia Partners in:

Delivery Partner	Role
Bristol City Council	Lead Accountable Body for the programme and will lead on all aspects of design, delivery, monitoring, reporting and procuring the

	<p>programme working with our delivery partners in the below table and through the governance model.</p> <p>Provide route to market through adult social care and preparing for adulthood team. Overseeing local delivery and targets.</p> <p>Linking into local Employment and Skills initiatives including Skills Connect and Growth Hub offers</p>
Bath and North East Somerset Council,	<p>Hosting of two WE WORK Employment Navigators. Route to market through adult social care and preparing for adulthood team. Overseeing local delivery and targets.</p> <p>Linking into local Employment and Skills initiatives including Skills Connect and Growth Hub offers</p>
South Gloucestershire Council	<p>Direct employment of two WE WORK Navigators. Route to market through adult social care and preparing for adulthood team. Overseeing local delivery and targets.</p> <p>Linking into local Employment and Skills initiatives including Skills Connect and Growth Hub offers</p>
Stakeholders	Role
West of England Combined Authority	<p>Links into the Skills Connect Infrastructure and progression opportunities including Future Bright and website together with links to employers and self employment / enterprise creation opportunities through Growth Hub</p> <p>Route to market through WECA funded provision</p>
DWP	Route to market through close working in local Jobcentres with DWP Job Coaches
Local FE Colleges & private / VCS providers	Route to market and education and skills provision for the programme
WECIL	<p>Provision of Disability Equality training for employers and Disability Confident accreditation.</p> <p>Route to market</p>
VCS organisations, parent and carer networks	Route to market. Agents for “System Change” through Raising Aspiration Training and support

<p><b>2d</b></p>	<p><b>Since this is an ongoing programme, please detail lessons learned and how these has been embedded in this further delivery?</b></p> <p><i>Be specific about what has changed and what will continue.</i></p> <p><i>(Max 500 words)</i></p>
	<p>Response:</p> <p>Lessons learned include:</p> <ul style="list-style-type: none"> <li>• The participant journey from enquiry/referral to outcome has been streamlined and evidenced now with written guidance and instructions for delivery. Initial process involved teams. Up to two navigators to be responsible for different stages of the participant journey.</li> </ul> <p>Over the length of the project, it became evident with an increase in referrals and reduction in specialist provision, program navigators needed to be flexible and multifunctional with how they delivered the programme to participants, added to this was the confusion that regular handovers caused our participant base.</p> <p>They needed to be able to deliver every stage of the process from the enrolment/eligibility evidence gathering to an agreed outcome. Navigator support will start from the beginning of a potential participant’s referral to the programme. Individual 1:1 support is the model that has proven to work.</p> <ul style="list-style-type: none"> <li>• Specialist provision that was part of the original programme did not become a reality until the second year and has proved to be essential for participants that need additional and intensive support.</li> <li>• Specialist provision will ideally be more reflective of the participants individual needs around securing employment and having an in-work support option available to consolidate continuous employment. A more targeted referral pathway that is administered through the lead accountable party and the confirmed local authority partners will identify the participants with learning difficulties in most need of support to secure employment. The use of bespoke specialist provision that is reflective of the delivery plan for We Work from 2024, around the supported employment module will be the intended process.</li> <li>• We have established a team of experienced staff and will be using that resource to review the impact we have as we further develop the</li> </ul>

programme next year.

Continuous feedback and caseload reviews, (which are peer led), have empowered the Navigators in the last year of delivery, improving the quality-of-service delivery. More intensive caseload reviews, and peer led share good practice, together with involvement in multi-agency reviews of our clients have significantly increased the quality of our service.

- Clear marketing of what we can deliver and who we want to support needed to be established earlier. We Work is keen to be recognised as a specialist employability support programme that is aimed solely at participants who have a learning difficulty - creating an additional barrier to employment.

Navigator feedback evidenced that the offer of in work support was attractive to potential participants. This can be provided by specialist contractor provision but will need to be included in the navigator offer. We will re-focus marketing towards referral hot spots within the community and less visible and historic referral points such as DWP Job Centres.

- Understanding the additional needs of our participants needs to be reflected in performance targets and the specialism that We Work can deliver.

Outcomes need to be reflective of improvements in wellbeing, confidence and movement towards the labour market.

## 2e. Project Implementation Plan

The Project Implementation Plan should include all key milestones for your project and should clearly indicate how long will activity last and when will the activity start and end.

This Project Implementation Plan should include most of, if not all, of the detail below:

- Governance processes timeframes
- Details of delivery planning before delivery commences
- Key milestones with consortia partners (e.g., MOU/contract in place, delivery planning meeting, monitoring meetings, key payment times, etc)
- Staff recruitment
- Creation of materials and resources
- Marketing material marketing and production (e.g., marketing campaign launched)
- Start of delivery (if relevant, please indicate different start and end dates for each cohort)
- participants enrolment (this refers to engagement times with participants)
- Wraparound support commences
- Progression outcomes begin
- End of delivery
- Final monitoring and data requirements completed
- Sustainability planning
- End of the project, include final evaluation and any legacy documents/resources, final external audit report - if required.

Milestone	Milestone Completion Date
Re constitute existing WE WORK for Everyone Steering Group and issue new Terms of Reference	29 <sup>th</sup> September 2023
Issue MOU to strategic partners	16 <sup>th</sup> October 2023
Develop and launch new Commissioning Framework including provision and evaluation	27 <sup>th</sup> October 2023
Extend contracts for staff to reflect the extension period of the programme	17 <sup>th</sup> November 2023
Re brand and update website and resources to reflect changes in funders and potential eligibility changes	17 <sup>th</sup> November 2023
<b>Stakeholder launch meetings</b>	24 <sup>th</sup> November 2023
<b>Commencement of delivery</b>	1 <sup>st</sup> January 2024



<b>Progression outcomes commences</b>	20 <sup>th</sup> May 2024
<b>End of delivery</b>	31 <sup>st</sup> December 2024
<b>Evaluation published</b>	31 <sup>st</sup> February 2025
<b>Final financials defrayed and claimed. Final Audit Report delivered</b>	31 <sup>st</sup> March 2025

Question 3 - MEETING THE FUND OBJECTIVES

**3a** What are the UKSPF Outputs and Outcomes numbers chosen for this programme?  
Please complete Appendix D: UKSPF outputs and outcomes table

*Guidance is provided in the document. Please be aware if you are supporting businesses there may be relevant KPIs you can achieve. You will find these in a separate tab.*

*Also, if you feel there are wider benefits, please do add them in the tab “4. Other” where you can set out wider outputs and outcomes where you feel the UKSPF may be too narrow.*

Response: Please see Annex D

**3b** How can you be as confident as your programme will achieve the outputs and outcomes set out in 3a?

*Response must include:*

- *Justification of the scale of KPIs listed in 3a, this will likely include evidence from previous delivery.*
- *Description of consortia partner and wider partner activity which will support the achievement of your stated outputs and outcomes.*
- *Description of marketing methods you will use to market your programme of the chosen demographic and what evidence you have of this success from previous delivery*
- *Description of how you will ensure applicants are suitable for this provision. Outline your approach to identifying barriers to learning/employment that ensures participants receive the correct wrap around support.*
- *Demonstrate which support will be offered to unsuccessful applicants at initial assessment, and what other options/routes they will be referred to.*

*(Max 500 words)*

Response

All KPI's were based on most recent full year of delivery in 2022. This has taken into consideration the impact North Somerset had on the outcomes and outputs.

Performance over the 3 years of the project indicates they is approximate 50% split between inactive and active participants.

WE Work is now well established and recognised as the employability support service for participants who have a learning difficulty. The numerical Outputs and Outcomes have been

deliberately calculated based on quality around delivery of performance and length of proposed next period of funding.

We are expecting an initial handover of participants from the current project who need further support. This will support our opening outcomes from January 2024. Monthly monitoring of performance including ownership of performance management will be embedded in all team members values and objectives.

This year was an intense period of marketing, promoting the service and the brand. Branded merchandise, regular and active participation at Jobs Fairs, attendance at Community celebration events and a more streamlined referral page on the website has seen performance improve. Continued partnership working with established referral pathways has been rewarded with increased referrals and recognition of service offer through organisations such as BASS.

Our partners in South Gloucestershire and B&NES have been part of the delivery plan for We Work since the beginning. Both have been included in the marketing campaigns and now have established teams in both areas. B&NES this year have focussed on establishing referral links within the various specialist care services that work with our cohort. Each partner has now established their own Employability Skills Hub funded through WECA's Skills connect initiative.

The team of navigators within Bristol and its partners are well established and experienced. Continual career development through training, learning and community of practise sessions has enabled all navigators to be fully competent when completing initial diagnostics at enrolment stage.

From these initial diagnostics, which will involve vocational profiling & smart action plans, additional support can be offered involving specialist provision. With the continued involvement of the navigator, further signposting for relevant collaborative support to improve wellbeing is also provided.

The WE Work team across the region works closely with their colleagues in local One Front Door and Future Bright programmes, signposting to each other and completing warm handovers where appropriate.

#### Question 4 - RELEVANT EXPERIENCE

**4 With reference to the delivery organisation (and/or consortia partners if relevant) please provide details of previous related experience and expertise.**

Your response must include:

- Experience supporting target groups your project will focus on
- Describe any previous experience/ track record of numeracy and/ or other funded provision. Share lessons learnt from previous experience
- Provide retention and achievement rates to demonstrate impact.

(Max 400 words)

Response:

Bristol City Council as Lead Accountable Body and its delivery partners have significant experience of supporting people with learning difficulties into paid employment and to achieve skills related outcomes. Through our delivery of the first phase of the successful WE WORK for Everyone programme we can evidence:

- We have a strong, established client facing team of Employment Navigators in place across the participating local authority areas. A number of our Employment Navigators have lived experience of learning difficulties
- We have robust programme management, back office and reporting systems in place and have completed two ESF “On the Spot” audits with zero errors.
- We have an established supply chain of specialist employment support providers. Our Open Framework for commissioning enables us to rapidly add new providers to flexibly meet local demand
- We shall retain our existing Governance structure for the programme, which include our monthly Steering Group meeting which comprises senior level and elected representation across the participating Local Authorities as well as DWP managerial representation.
- Our Community of Best practice was established to increase the specialist skills of our staff and supply chain. The continuing professional development of those people working on the programme is important indicator of our desire to constantly improve the quality of service participants receive and our eagerness to drive positive system change.
- We have strong and established links with referral partners including Adult Social Care teams, education providers, the DWP, NHS and social prescribers together with voluntary and community sector partners
- We have significant links with employers across the region and have provided who support the aims of WE WORK for Everyone. Over the last three years we have also provided Disability Equality training for organisations including Aardman Animation, Bromford, Our Media, Bristol Zoo, Airbus, Boeing and the Avon Centre
- Progression of our participants is important to us, whether on programme and looking for paid employment or in work. Together with providing wrap around support when our clients get into a new job, we link to a wide variety of education and skills provision including further education providers,

Community Learning Teams, private providers, Apprenticeship provision and Future Bright.

- We maintain strong links with the WECA Skills / Skills Connect & Growth offers and in Bristol we operate the Ways2Work Network of some 80+ organisations and 330 individuals who make up the City's vibrant employment support community of practitioners.
- Performance has steadily improved each year, and we are currently at 70% of our expected programme starts as of July. Despite being severely impacted by the Pandemic at the start we expect our programme starts to be 80% of target at the time we stop taking referrals.

We have overachieved on participants without basic skills engaging on the programme, currently standing at 128%.

Inactive participants into employment or job search on leaving the programme, we currently stand at 66% and this figure will increase as we move into our exit period and expect a surge in all performance outputs.

- Our current in work conversion rate stands at 16% which is a very favourable when compared to the employment rate in the UK for people with learning difficulties, which stands at 5.7%. The in-work conversion rate to rise to 20% as our specialist provision complete their contracts.
- We now have an established team in each local authority that is having a visible impact on improving the lives of people with a learning difficulty by supporting them to secure employment.

**Question 5 - FINANCIAL VALUE FOR MONEY & OUTPUTS AND OUTCOMES**

**5a** Please complete the financial annex (attached separately as Appendix C) and the budget spreadsheet below providing a cost breakdown.

*We are wanting to see the types of activity you will be spending the budget on e.g., project management, activity delivery, facilities, recruitment. And the detail that sits underneath this e.g., Marketing, advertising, design time, printed flyers.*

*The project team can help with further details of eligible and non-eligible costs.*

**Financial Summary**

<b>Total number of outputs (should match Appendix D)</b>	<b>1,310</b>
<b>Total number of outcomes (should match Appendix D)</b>	<b>810</b>
<b>Total Number of participant enrolments expected (this is eligible participants starting the programme)</b>	<b>400</b>
<b>What percentage of participants who enrol will achieve an output (minimum 75% expected)</b>	<b>75%</b>
<b>What percentage of participants who receive an output will receive and outcome? (Minimum 65% expected)</b>	<b>65%</b>
<b>Total amount requested from the fund</b>	<b>£ 800,000</b>
<b>Total overall cost to deliver the programme per person (Unit Cost) <sup>*1</sup></b>	<b>£2,168</b>
<b>Total fund amount requested per person <sup>*2</sup></b>	<b>£2,000</b>

<sup>\*1</sup> The overall costs for the whole programme (grant requested and match) proposed divided by the number of participants proposed who will achieve an output. <sup>\*2</sup> The amount of funding requested (grant only) from this application divided by the number of participants proposed who will achieve an output.

<b>Total project cost (All costs covered by fund and match)</b>	<b>£867,500</b>
<b>Total match funding (In-kind and/or cash)</b>	<b>£ 67,500</b>

**Programme Participant Demographic Targets.**

*This has been left blank so you can specify the different target groups your programme will connect with. Please add extra rows if required.*

<b>Demographic</b>	<b>Percentage of participants (% must be considering the total of participants in the programme)</b>
<b>Economically inactive</b>	<b>50%</b>
<b>Unemployed, including long term unemployed</b>	<b>50%</b>
<b>Participants aged 50+</b>	<b>12%</b>

Participants from ethnic minorities	4%
Participants with disabilities	14%
Participants without basic skills	11%
<b>% Total</b>	<b>41%</b>

5b

Based on your knowledge and experience, provide a narrative to justify the proposed budget and success targets you have outlined above and in the financial schedule and explain why it offers value for money.

*It is really important you show your targets and finances are realistic and achievable in the current economic and skills landscape as well as based on sound evidence from previous delivery. We do not want to see overambitious programmes which do not deliver so decisions on KPIs must be taken carefully and are expected to be achieved.*

- Please benchmark the costs of your provision against the nearest equivalent already in the market.
- Explain, and evidence where possible, how you have come to the success target figures you have set out in this application.
- Compulsory for large projects - explain the significance of your match funding to the success of your programme.
- Where any of the funding is proposed to be spent on other areas other than delivering activities for example equipment, please use the narrative to explain and justify this.
- An explanation of the impact that you will deliver for individuals participating in the programme both signposting to further employment and skills initiatives and progression onto these initiatives.

(Excluding the tables and spreadsheet, max words 500)

Response

The costs of provision can be benchmarked against the first phase of the WE WORK for Everyone programme where the overall costs to deliver the programme per person based on projected spend and performance to the end of the programme is £2,840

Success target figures are based upon analysing a full year of WE WORK for Everyone phase 1 performance in the Bristol, B&NES and S Glocs areas. We then have applied the relevant success percentages of the phase 1 group of participants to our projections for the second phase based upon our profiled number of starters.

Bristol City Council are committing £67,500 cash match to the programme with a further £210,000 should their application for a DFE Supported Internship Grant be successful - (we are awaiting a decision due October 2023).

	<p>As we are already operating phase 1 of the programme, we do not anticipate the need to purchase any further equipment for the programme.</p> <p>Of the 400 starts:</p> <ul style="list-style-type: none"> <li>• 200 will be economically active and 200 will be economically inactive</li> <li>• 400 will receive an action plan and will receive support to gain employment.</li> <li>• A minimum of 80 will achieve paid employment with the option of being referred to Future Bright for career progression support</li> <li>• A minimum of 40 will achieve basic skills qualification</li> <li>• A minimum of 40 will receive intensive in work support</li> <li>• The minimum number of people reporting increased employability will be 300. Those who have not obtained employment will be offered further support through the local Skills Connect offer upon their completion of the WE Work programme.</li> </ul>
<p><b>5c</b></p>	<p><b>Please outline your plans to ensure sustainability of the partnership/project after the investment of public funding has come to an end.</b></p> <p>(Max 500 words)</p>
	<p>Response:</p> <p>We have already commenced exploration of further models and packages of financing the programme when the proposed funding comes to an end. Options under research include:</p> <ul style="list-style-type: none"> <li>• The use of Direct Payments - (for Job Coaching activity) and further financial support from Access to Work funding - (for in work support)</li> <li>• The use of Local Authority Adult Social Care budgets on an “invest to save” basis through realising the savings that someone entering paid employment could have on ASC finances.</li> <li>• Leveraging additional funding into the programme as the new DFE Supported Internship funding - (application is currently in progress)</li> <li>• Discussions with health providers regarding a proposed Work Well Partnership with the BNSSG - (NHS)</li> <li>• Ongoing discussions with other potential funders.</li> </ul>

**Question 6 - PROJECT MANAGEMENT**

<p><b>6a</b></p>	<p><b>Please provide details of how you will manage the project to ensure the delivery of high quality outcomes.</b></p> <p><i>Your response must include:</i></p> <ul style="list-style-type: none"> <li>• <i>How will you support participants to sustain the intended outcomes beyond the programme?</i></li> <li>• <i>What would the staffing structure of the programme look like? (Only if not given in question 2).</i></li> </ul>
------------------	---



- *Confirmation that you can conclude delivery by March 2025. If you need to collect data on outcome beyond this date, state here and in our key milestones the maximum last date you can provide this participant data.*
- *Please confirm you are willing and able to deliver reporting, monitoring and evaluation requirements for this fund. (The CA will provide further details)*
- *Completion of the project plan and the risk register provided below*

*(Max 300 words)*

Response:

We will continue the individualised 1:1 support that has been delivered throughout the first 3 years of WE Work. We are experienced in delivering this support for up to 12 months, as well as offering in-work support for up to 6 months after employment start. We have established a network of specialist provision that can deliver to the same supported employment model.

We will also utilise both Future Bright and local Skills Connect provision for participants exiting the programme who are either in work or actively seeking employment.

There will be a reduction in Navigators from 12 to 8.4 as North Somerset via Weston College will be making a separate funding bid for UKSPF. Expected to be 4.4 Navigators in Bristol, with 2 each in South Glocs and B&NEs. One Programme Manager, and one Project Officer.

We have been reporting to all funding partners on spending and performance throughout the lifetime of the project, so expect to report on similar evaluations and outcomes.

We will carry over our current performance monitoring and reporting methods through

- Our Project Officer role and established CRM system
- LMS statistical updates
- Performance updates in weekly team meetings,
- Continuing with the Steering Group, who will have oversight on quality and performance
- Extension of the Community of Practice led by Navigators focussing on high quality outcomes, a focus on the supported employment model for job outcomes.

Delivery will conclude 31/03/25. Participant data will be carried forward into future funding streams and will be retained for 7 years beyond programme completion date for auditing purposes. In-work participants, where appropriate, will be sign-posted to alternative provision including Future Bright to offer career progression and further data collection opportunities.

**6b How will the project manage the environmental impact of its activities?**

*What related Key Performance Indicators (KPIs) will it be working towards, e.g., CO2e reductions, reduced waste going to landfill, etc.?*

*(Max 200 words)*

**Response:**  
The ‘WE Work for Everyone’ project recognises that sustainable development is key to the project’s social and environmental responsibility as well as its economic performance. The project is committed to promoting sustainable development whilst delivering WECA activity and working with all partners to support sustainable development.

This Sustainable Development Policy has been produced to ensure that the ‘WE Work for Everyone’ project uses its influence and powers to enable all stakeholders involved in the project to improve the local environment. The project will act responsibly, consider the wider implications of its actions, and strive to have a positive impact on the world.

The project sees sustainability as fundamental to the culture and practice of the project. The contract holder Bristol City Council confirms that each organisation involved in delivery of the contract (the provider and all delivery partners / stakeholders) will:

- (a) dispose of its waste using a registered waste collector and:
- (b) observe and comply with the Waste Electrical and Electronic Equipment (WEEE) regulations (and in particular, to ensure that WEEE is not mixed with general waste and is disposed of legally). We (Bristol City Council and delivery partners / stakeholders) will continually improve our performance, meet our compliance obligations, prevent pollution and protect the environment.

### Risk Register

You must include the following:

- Risk of project delivery due to staffing issues both sickness and recruitment
- Risk of the short timeframe of delivery impacting on enrolment, completion and progression of participants. Before the end of March 2025
- Risk of increased needs being presented by target groups due to ongoing impact of COVID and financial crisis.
- Risk of engaging and recruiting the right participants to achieve enrolment numbers
- Risk of participants not completing the programme and completing outputs and outcomes
- Risk of keeping in contact with participants to track outcomes.
- Risk of not being able to collect accurate and up to date participant data.
- Risk of not being able to access wrap around expertise required by participants due to lack of or breakdown in partnerships.
- Risk of lack of geographical engagement
- Risk of not receiving funding in a timely manner due to insufficient evidence.

No	Risk	Likelihood	Impact	Mitigation
1	Loss of up to 50% of staff at short notice due to, e.g., transport issues, severe weather or Pandemic flu.	Low	Medium	Staff have equipment for remote working / video meetings. Staff have client contact details and can reschedule where a face to face meeting is required
2	Risk of the short timeframe of delivery impacting on enrolment, completion and progression of	Medium	High	On / Off flows have been effectively profiled.  Programme is carrying forward a pipeline of potential participants

	participants. Before the end of March 2025			<p>from WE WORK phase 1, so will be able to rapidly build delivery capacity</p> <p>Programme has plans to build referral routes from Adult Social Care supply chain providers</p>
3	Risk of increased needs being presented by target groups due to ongoing impact of COVID and financial crisis.	Medium	Medium	<p>WE WORK phase 1 delivered through both the pandemic and the recent cost of living crisis and has an experienced delivery team that worked with the client base within these challenging times where we were able to make adjustments to our delivery model to support the client's evolving needs</p>
4	Risk of engaging and recruiting the right participants to achieve enrolment numbers	Low	Low	<p>On / Off flows have been effectively profiled and achievable outcomes &amp; outputs have been agreed with funders.</p> <p>Programme is carrying forward a pipeline of potential participants from WE WORK phase 1, so will be able to rapidly build delivery capacity</p> <p>Programme has plans to build referral routes from Adult Social Care supply chain providers</p>
5	Risk of participants not completing the programme and completing outputs and outcomes	Low	Low	<p>On / Off flows have been effectively profiled and achievable outcomes &amp; outputs have been agreed with funders.</p>
6	Risk of keeping in contact with participants to track outcomes. Risk of not being able to collect accurate and up to date participant data.	Low	Low	<p>We already have in place a robust evidence base tracking system developed through the delivery of the first phase of the programme. This enables us to collect accurate and up to date client information</p>

7	Risk of not being able to access wrap around expertise required by participants due to lack of or breakdown in partnerships.	Low	Medium	WE WORK for Everyone is an established programme with established and proven relationships. Additionally we have strategic and operational partnerships with a broad range of support organisations across the West of England our existing employment support infrastructure
8	Risk of lack of geographical engagement	Medium	Medium	<p>On / Off flows have been effectively profiled and achievable outcomes &amp; outputs have been agreed with funders.</p> <p>Programme is carrying forward a pipeline of potential participants from WE WORK phase 1, so will be able to rapidly build delivery capacity</p> <p>Programme has existing geographical relationships established through three years of service delivery and also has plans to develop new referral routes.</p>
9	Risk of not receiving funding in a timely manner due to insufficient evidence.			We have strong, established reporting and evidence collecting systems and processes in place to ensure that claims are right the first time. This has been built through 3 years of submitting ESF and WECA claims on phase 1 of WE WORK

### Question 7 - DATA COLLECTION

7	<p><b>Describe your approach to data collection management and reporting to meet the Combined Authority requirements.</b></p> <p><i>Your response must include:</i></p> <ul style="list-style-type: none"> <li><i>How will you ensure that the data is accurately and safely collected and processed? Include what specific systems and software you plan to use.</i></li> <li><i>Describe who will be responsible for data collection</i></li> <li><i>How will you coordinate data collection and reporting within your programme?</i></li> <li><i>How will you ensure that all required data is collected and reported on a monthly basis?</i></li> </ul> <p><i>(Max 300 words)</i></p>
---	---

**Response:**

Data will be drawn and collated from the programmes CRM system, (Lamplight), BCC financial reporting (ABW), employer, participant and stakeholder surveys, (Microsoft Forms).

Data obtained for Monitoring and Evaluation purposes will be generated by Bristol City Council and its service providers utilising robust MIS reporting procedures which comply to all legal data processing and ownership regulations; established financial reporting procedures and external contractor progress reports and scheduled invoice data. As such it will be closely monitored as part of the WE Work for Everyone KPIs, with performance management undergoing rigorous risk and quality checking procedures.

The core performance data of the programme will be collected, collated and analysed by programme staff on a monthly basis focussing on the main areas.

Contact and reach	How many participants reached each month and as a total? How many declined to be involved each month and as a total? And what were the reasons? Where were they referred to the service from?
Started on Programme	How many have started to access services in each month and in total?
Distance travelled	How many are reporting progress that can be demonstrated towards the Programme's outcomes - including participant and employer outcomes each month and as a total?
Exited Initiative	How many have completed their journey in the service in each month and as a total? How many have left the Initiative early/did not complete and what were the reasons? What are the longitudinal outcomes of each participant, (ie remained in employment, career progression, qualifications gained etc)
Financial spend against programme	Whether the programme and the procured services are delivering against profile and budget

The detailed information will be collected as follows::

Item	When	To collect	To produce
Individual participant registration	Upon engagement	Personal contact and background information pertaining to the effective delivery of the services, gathered through registration and an initial diagnostic)	Demographic and sector specific information. Identification of trends Capture of baseline, (starting point) information
Individual participant & their employer evaluation	Upon completion of the programme	Evidence and learning, gathered and measured through progress trackers that	Measure and effectiveness of engagement methodology. Measure of effectiveness and impact of programme participation.

		are built into our CRM system, an individual questionnaire - (under development), Outcome Stars and interviews with upto 20% of participating employers	Measure of effectiveness of specific tiers of support.
--	--	---	--

#### 4. SOCIAL VALUE QUESTION

The Combined Authority is committed to ensuring sustainability and positive Social Value outcomes are delivered in the local economy and wider environment. Applicants should ensure that in the delivery of their programme they fulfil their obligations, including those set out in this question and response.

By social value we are referring to any **additional social impact** that you will deliver directly as a result of this funding, **beyond social value impacts gained as part of the funding**. Please do not refer to any generic corporate social responsibilities or what we are contracting with you to deliver through this grant.

Proposals should be proportional to the overall contract value. It is up to you to set out the scale of delivery.

For the purposes of this grant funding, 'Local' & 'Locally' means the West of England Combined Authority geographical area.

#### SOCIAL VALUE RESPONSE

This section should explain, the expected impact of your **additional** social value delivery, specific activity carried out including approximate scale of reach/volumes etc and outline how you will engage with relevant stakeholders and delivery partners on the delivery of Social Value.

### Question 8 Social Value Question

Use the table below to detail specific **ADDITIONAL** social value activity to be delivered as part of this programme.

(Max 1000 words)

Expected Regional benefit of social vale activity	Proposed activity	Scale/volume of delivery	Involvement of wider stakeholders/partners if relevant
<i>E.g., increasing employer awareness of SEND needs in the region</i>	<i>E.g., use our SEND expertise to offer 5 taster sessions to wider business networks in the region during the time of delivery.</i>	<i>E.g., Initially 1 hour coaching for expertise on our staff every week of the first two months of initiation and then bimonthly catch ups with the option to upscale around final project evaluation.</i>	<i>E.g., N/A support provided from expertise within our own staff</i>
Increasing the knowledge of options regarding paid employment within the Local authority Adult Social Care Supply Chain	Workshops to staff in local authority ASC supply chains to highlight the benefits of paid employment for people with learning difficulties and to outline the best approaches to raising aspirations and referral routes for assistance	A minimum of 5 workshops held across the programme's delivery area	Delivered through programme staff
Increasing the knowledge of options regarding paid employment within the parent and carer community	Workshops to parents and carers to highlight the benefits of paid employment for people with learning difficulties and to outline the best approaches to raising aspirations and referral routes for assistance	A minimum of 5 workshops held across the programme's delivery area	Delivered through programme staff
Supporting employers	Delivery of a series of workshops for employers on the benefits and support available for them to employ people with learning difficulties	A minimum of 5 workshops held across the programme's delivery area	Delivered by West of England Centre for Independent Living

## 5. OTHER REQUIREMENTS

You are required to confirm as a provider it is your policy to pay employees and all providers connected with the delivery of this requirement Living Wage as a minimum.

Yes

### 5.1. Subsidy Control

Grants funded through this fund will be subject to the UK's subsidy control measures. This will be set out in your Grant Offer Agreement.

### 5.2. Modern Slavery and Responsible Procurement Statement

If you are, or there is a company in your supply chain that is, a relevant commercial organisation as defined by section 54 ("Transparency in Supply Chains etc.") of the Modern Slavery Act 2015 ("the Act"), confirm your and/or their compliance with the annual reporting requirements contained within that Section, and provide any details including the relevant URL in the box below.

#### Response to Modern Slavery Statement

Yes

#### [Bristol Modern Slavery Transparency Statement](#)

Regardless of turnover, please confirm on behalf of your organisation that:

- i) You will comply with the requirements of the Act;
- ii) You will ensure your sub-contractors shall comply with the requirements of the Act;
- iii) You have, or will adopt within 3 months of the date of this contract, a policy related to working practices that includes consideration of modern slavery;
- iv) You will ensure that your sub-contractors shall have a policy related to working practices including modern slavery;
- v) You agree to adhere to Article 4 of the European Convention on Human Rights concerning the prohibition of slavery and forced labour;
- vi) You have, or will adopt within 3 months of the date of this contract, a whistle-blowing system for staff to blow the whistle on any suspected examples of modern slavery and the whistle-blowing system / policy is published to their staff and is designed to make it easy for workers to make disclosures, without fear of retaliation to enable them to blow the whistle on any suspected examples of modern slavery;
- vii) Your workers are free to join a trade union and are not to be treated unfairly for belonging to one;
- viii) The Combined Authority may conduct investigations, vetting, and other assessment and due diligence exercises on your supply chain with regards to performance measures as well as social, labour, and modern slavery issues and you shall co-operate fully, at no cost to the Combined Authority in these exercises;
- ix) You, and/or the Combined Authority will work in the spirit of collaboration in mitigating and reducing the risk of modern slavery; the Combined Authority will support suppliers that have been identified (either through Combined



- Authority/Council led due diligence activities or Supplier led activities) that fall below the required standards and agree to make improvements;
- x) The Combined Authority may refer for investigations via the National Crime Agency's national referral mechanism any of its suppliers identified as a cause for concern regarding modern slavery and where the incident occurs within the borough, to our colleagues in Community Protection, who are our direct link with the local Serious and Organised Crime Board that has a responsibility for modern slavery;
  - xi) The Council may terminate the agreement as a potential sanction for non-compliance with the Modern Slavery Act, or for failure to comply with this Modern Slavery Statements at 5.6.

#### Response To Modern Slavery Statement

**Agree**

Please confirm on behalf of your organisation that:

- i) You are committed to improving ethical and sustainable practices locally and globally;
- ii) You will uphold and work in compliance with the Core Expectations of the WECA Responsible Procurement Strategy;
- iii) You will willingly and openly work with The Combined Authority Procurement to further their ambitions in relation to responsible, ethical, and sustainability issues;

#### Response To Responsible Procurement Statement

**Agree**

### DECLARATION & COMPANY INFORMATION

#### 6. DECLARATION & COMPANY INFORMATION

Before submitting your delivery plan, you must ensure that you sign and date below.

I/We hereby offer to supply the above mentioned goods and/or services for all orders placed as a result of this process at the price detailed in this application/quotation.

I/we hereby certify that I/we have not canvassed, nor will canvass any member, director, employee or adviser of the West of England Combined Authority in connection with this application/quotation and the proposed award of the Contract by the Combined Authority; and that no person employed by me/us or acting on my/our behalf, or advising me/us, has done, or will do any such act.

I/we hereby certify that this is a bona fide quotation, intended to be competitive, and that I/we have not fixed or adjusted the amount of the quotation or the price in accordance with any agreement or arrangement with any person (except any sub-contractor identified in this quotation). I/we agree that the Combined Authority may, in consideration of this quotation, and in any subsequent actions, rely upon this statement.

I understand that the submission of this application/quotation is not a guarantee of funding.

Signed	
Name (Block Capitals)	JANE TAYLOR
Designation	Head of Service. Employment, Skills and Learning
Email	jane.taylor@bristol.gov.uk
Telephone	
For & on behalf of	Bristol City Council

#### 6.1. Company information

Full name of Organisation	Bristol City Council
Address	City Hall College Green Bristol BS1 5TR
Telephone	
Email	
Website	www.bristol.gov.uk

#### 6.2. Company Status

Sole Trader	
Partnership	
Public Limited Co.	
Private Limited Co.	
Other (please state)	Local Authority
If your company is a private or public limited company, a co-operative society or charity, please give:	
Registration No	
Registration Date	
Registered Address	
VAT Reg. Number (where applicable)	

### 7. LETTER FROM CHIEF FINANCIAL OFFICER

This delivery plan should be accompanied by a letter from the Chief Financial Officer of the Lead Partner stating that:

- They have approved the final delivery plan for submission to the West of England Combined Authority.
- All relevant financial approvals are in place within the lead and partner organisations to deliver the project as set out in the full delivery plan.

- *All appropriate financial due diligence has been undertaken by the lead partner in respect of the full delivery plan.*
- *They are responsible and accountable for ensuring that the project delivers good value for money in the use of public resources, that being the suitability and effectiveness of the project as well as the outputs and outcomes achieved in return for the public resources received.*

DRAFT

# Equality Impact Assessment [version 2.12]



Title: WE WORK for Everyone Phase 2	
<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: People	Lead Officer name: Paul Gaunt
Service Area: Employment, Skills and Learning	Lead Officer role: Employment Support Officer

## 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 \(EqIA\) \(sharepoint.com\)](http://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 WE Work for Everyone Programme will specifically target Disabled people with a learning difficulties to support them to move closer to or achieve and maintain paid employment, supported by a Navigator on a 1 to 1 basis. People with any kind of impairment – learning difficulty, neuro diversity, mental health issue physical or sensory -are disabled not by their impairments but by cultural, economic, political, and social barriers which cause inherent and institutionalised discrimination.

WE WORK for Everyone will utilise local provision, driven by a single delivery model and underpinned by a single Menu of Opportunity. The programme is a collaborative partnership between the LA areas of Bristol, South Glocs, Bath & North East Somerset and with the West of England Combined Authority, four local colleges and the DWP.

The project will meet the objectives by improving and increasing the employment outcomes. It will promote social inclusion for people with learning difficulties through an individualised programme which will focus on their specific needs, and identify pathways (specific support, vocational and education opportunities, career planning, on the job coaching) to move them towards or into paid and sustainable employment. People with learning difficulties are far from the labour market and require more in-depth interventions to enable them to access paid employment. Through an individualised approach, this programme will increase participation in the labour market, improve social inclusion, self-esteem, social mobility, and the well-being of people with learning difficulties.

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

## 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: [How we measure equality and diversity \(bristol.gov.uk\)](https://www.bristol.gov.uk/equality-diversity)

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](#)

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
<ul style="list-style-type: none"> <li>• <a href="#">2021 Census</a></li> <li>• <a href="#">Housing Delivery – Equalities Digest 2015</a></li> <li>• <a href="#">Population of Bristol Analysis 2017</a></li> <li>• BCC Housing Benefit data</li> <li>• Housing Association data</li> <li>• Adult Social Care Data</li> <li>• Employment Support Team data</li> <li>• Stat Explore and Nomis data – Government statistics</li> <li>• Parent / Carer / Service User discussions</li> <li>• Employer discussions</li> </ul>	<p>The programme aims to have a positive impact on households/individuals, including those from protected characteristic groups.</p> <p>In developing an inclusive programme and its engagement strategy, quantitative data from a range of sources has been considered to help understand the issues faced by the different equalities groups</p> <p>This information provided knowledge not only where we can target our efforts across the City but of the barriers that need to be overcome to effectively support our proposed clients</p>
<p><b>Additional comments:</b></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 type="checkbox"/> Gender Reassignment
<input checked="" 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 are unable to collect data on pregnancy / maternity & gender reassignment, despite trying a number of sources. Therefore we would welcome the advice of the Equalities Team on how to gather this information. As most of the people in this demographic group will be in various stages of preparing for and taking a temporary break from the labour market and therefore will not be eligible for the programme. We will investigate ways in which we can obtain the data to enable us to target them so that when they return to the labour market, WE WORK for Everyone can support them.

## 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.

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 a change process 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 initial proposal to use West of England UKSPF funds for this proposal was discussed and agreed with WECA and member authorities. This proposal has also been discussed and developed with lead managers and budget holders in the City Council who are currently responsible for services to improve employment outcomes for people with learning difficulties. It has been discussed with external bid partners: Bath & North East Somerset and South Gloucestershire; FE colleges; DWP; VCS providers, including specialist agencies with expertise in providing employment support to people with learning difficulties. In preparing our funding application we also talked to people with learning difficulties and their parents / carers.

## 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.

When the decision to progress the programme is agreed, focus will move to refining and implementing delivery plan to achieve the strategic aims of the programme. Consultation highlighted the need for better communication and ongoing community engagement with the programme. Therefore we will explore ways of making the programme more accessible through working with our stakeholders, delivery partners, employers, Adult Social care Teams & their supply chains as well as further involvement of citizens in the development of the delivery plan and monitoring of its progress.

### 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 \(EqIA\) \(sharepoint.com\)](http://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 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)	
We have developed a fully inclusive delivery model which underpins the WE Work for Everyone Programme which extends beyond the boundaries of this project and enables us to “plug in” this funding into a significantly wider offer which can uniquely support people with protected characteristics.	
<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 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 programme is specifically designed to help people with learning difficulties and / or autism to achieve paid employment
Mitigations:	Ensure that the programme is easily accessible, from making adjustments to our communications – ( easy read), delivering locally, in accessible locations and working with local employers committed to inclusive workforces and employment practices
<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 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:	
Mitigations:	
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<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:	

OTHER RELEVANT CHARACTERISTICS	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Other groups</b> [Please add additional rows below to detail the impact for any other relevant groups as appropriate e.g. asylum seekers and refugees; care experienced; homelessness; armed forces personnel and veterans]	
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

Improving the employment of people with learning difficulties contributes to the Mayor's commitment to inclusive economic growth and social mobility. It also helps reduce the reliance of people with learning difficulties on public services and promotes their economic and social independence, health and wellbeing.

By implementing these recommendations, Bristol City Council can lead the way in relation to our employment practices – we can demonstrate proactively how we are taking positive action and **not** discriminating against Disabled people, and how our workforce is reflective of the communities we serve. We can also work with other employers to improve their access to specialist support and resources so that their workforce and business can benefit from the employment of people with learning difficulties. By implementing these recommendations, Bristol City Council can lead the way in relation to our employment practices – we can demonstrate proactively how we are taking positive action and **not** discriminating against Disabled people, and how our workforce is reflective of the communities we serve. We can also work with other employers to improve their access to specialist support and resources so that their workforce and business can benefit from the employment of people with learning difficulties.

## 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:

When the decision to progress the programme is agreed, focus will move to refining and implementing delivery plan to achieve the strategic aims of the programme.

Consultation highlighted the need for better communication and ongoing community engagement with the programme. Therefore we will explore ways of making the programme more accessible through working with our stakeholders, delivery partners, employers, Adult Social Care teams / their commissioned providers the VCS and will further involve citizens in the development of the delivery plan and monitoring of its progress.



<b>Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:</b>
The WE WORK for Everyone programme will work with 400 unemployed individuals who have a learning difficulty and / or autism. By working with and supporting them to increase their skills and employment opportunities, it will lead to improved direct impacts of a greater quality of life and better standard of living together with the indirect outcomes of improved health and education.

## 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
The actions and outcomes identified in the WE WORK for Everyone Programme, and any actions and outcomes identified in subsequent delivery plans will be monitored by the Programme's Steering Group, the DWP and the West of England Combined Authority through an established monitoring plan.	Paul Gaunt	Ongoing
Performance targets and monitoring against Equalities groups will feed into the quarterly formal review of the delivery plan and subsequent strategies	Paul Gaunt	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.

We will know that we have been successful when the programme achieves all it's key performance indicators for helping people with a learning difficulty into paid employment. Furthermore we would have also achieved the actions and improvements outlined above.
This will be monitored regularly and scrutinised through the programme's governance process.

## 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> Aaliyah Miller  Equality Officer <b>Equality &amp; Inclusion Team</b>	<b>Director Sign-Off:</b> 
Date: 18 September 2023	Date: 30 October 2023

<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.

# Decision Pathway – Report

---

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 07 November 2023

<b>TITLE</b>	<b>16+ Commissioning and Sufficiency Strategy for Children in Care and Care Leavers</b>		
<b>Ward(s)</b>	All Wards		
<b>Author:</b> Gail Rogers	<b>Job title:</b> Head of Service – Children’s Commissioning		
<b>Cabinet lead:</b> Cllr Asher Craig Cabinet Member for Children’s Services, Education and Equalities	<b>Executive Director lead:</b> Stephen Peacock Chief Executive		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b> For Cabinet to ratify and approve the 16+ Commissioning Strategy for Children in Care and Care Leavers 2023-2025 for publication, and approve the workplan that sits underneath.			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. The Sufficiency Duty, under Section 22G of the Children Act 1989, requires the council to take steps to ensure, as far as practicable, we can provide children in care with homes that meet their needs, within our area. This involves making sure there is a sufficient range and number of providers capable of meeting the differing needs of our children in care and care leavers. Plans should be documented and published. This strategy sits alongside the main Sufficiency Strategy for Children in Care and Care Leavers, and runs to 2025 accordingly.</li> <li>2. In Bristol the 16-19 population grew by more than 10% in the 5 years up to 2023. Population projections show that the 0-19 population is expected to grow by c.4%, by 2028 with the most significant segment within that being the 16-19 age group which is forecast to grow by 31%.</li> <li>3. The 16+ age group represents our highest cohort of entrants to care. Given the high number of children already in care age 16+ and due to become care leavers in the next five years, as well as the growing population projections, this age-group is a focus of our sufficiency planning where we are looking for quality and value for money as they approach adulthood.</li> <li>4. We will need a range of provision set at the right level of support within the City to prepare them for adult lives. The 16+ Commissioning Strategy sets out our ambitions to keep our 16+ young people local and increase placement stability through developing the market and creating more specialist provision in, or close to, Bristol. This will ensure children and young people retain consistent links and access to local education, health and social care services. Our Strategy sets out how we plan to achieve this.</li> <li>5. Key activities to be undertaken: <ul style="list-style-type: none"> <li>• Develop shared houses for Unaccompanied Asylum Seeking Children to create an additional 28 beds.</li> <li>• Develop a move-on property for UASC who have turned 18 but are waiting for Leave to Remain and are not yet able to move on to HomeChoice Properties. This will enable a move-on pathway and free up the provision intended for our 16/17 year olds, with the intention they will move into the housing pathway as soon as LTR is granted.</li> <li>• Move away from single occupancy flats to create shared houses (creating an additional 14 beds) for</li> </ul> </li> </ol>			

16/17 year children in care / care leavers who will then move on to Home Choice. Self contained single occupancy flats is costly not the norm for most young people living independently at 16-17, block purchasing shared accommodation will enables better value for money through economies of scale

- Join the South Glos led South West Regional Framework for purchasing 16+ Accommodation, a further report will be brought back in accordance with the decision pathway, to gain approval to spend on the framework up to the maximum budget envelope.
- Develop the Strategic Partnership (as agreed at Cabinet 5<sup>th</sup> September 2023) for the development of children’s homes including step down 16+ accommodation.
- Review internal 16+ offer with a view to bring one of the KBC Housing properties and Branch Out into Children’s Services to increase the numbers of 16/17 year olds accommodated there.

6. The full 16+ Commissioning and Sufficiency Strategy can be found at Appendix A.

**Cabinet Member / Officer Recommendations:**

That Cabinet:

1. Approves the 16+ Commissioning and Sufficiency Strategy for Children in Care and Care Leavers 2023-2025 for at Appendix A.
2. Authorises the Chief Executive in consultation with the Cabinet Member Children’s Services, Education and Equalities to take all steps necessary to implement the 16+ Commissioning and Sufficiency Strategy for Children in Care and Care Leavers 2023-2025.
3. Authorises the Chief Executive in consultation with the Cabinet Member Children’s Services, Education and Equalities to take all steps required to join the South West Regional Framework for 16+ Dynamic Purchasing System (DPS) for High Support Accommodation led by South Gloucestershire Council from April 2024.

**Corporate Strategy alignment:**

1. CYP1 Child Friendly City – Children and young people will be cared for and supported in the City they have grown up in and will be supported to overcome adverse childhood experiences.
2. CYP2 Supported to Thrive - Children and young people will be supported to thrive, by ensuring there are sufficient placements.

**City Benefits**

1. Meet the needs of children in care and care leavers aged 16+ in line with the Children Act 1989 and the Equalities Act 2010 2.
2. Increase the availability of provision which meets our high aspirations young people in our care, delivering in line with the assessed needs to achieve agreed outcomes.
3. Develop partnership working between Bristol City Council, Partner Organisations and Providers to meet the changing needs of the children / young people in our care.

**Consultation Details:**

All projects that are taken forward will be subject to consultation and engagement with children and families.

**Background Documents:**

[s22G Children Act 1989 \(legislation.gov.uk\)](https://legislation.gov.uk)

[Cabinet Decision Sufficiency Strategy for Children in Care and Care Leavers 2023-2025](#)

<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 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 itself does not present any new financial burdens for the council. The different components of delivery of the strategy will be assessed as they develop for implementation.

<b>Finance Business Partner:</b> Andrew Osei, Finance Business Partner 22 September 2023		
<b>2. Legal Advice:</b> 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		
<b>Legal Team Leader:</b> Husinara Jones, Team Manager/Solicitor 7 September 2023		
<b>3. Implications on IT:</b> can see no implications on IT in regard to this activity.		
<b>IT Team Leader:</b> Alex Simpson – Lead Enterprise Architect 7 September 2023		
<b>4. HR Advice:</b> The report is seeking cabinet approval of the 16+ Commissioning strategy for Children in Care and Care Leavers 2023 -2025, there are no significant HR issues arising from this report .		
<b>HR Partner:</b> Lorna Laing – HR Business Partner 14 September 2023		
<b>EDM Sign-off</b>	Reena Bhogal-Welsh Director Education and Skill	13 September 2023
<b>Cabinet Member sign-off</b>	Cllr Asher Craig Cabinet Member for Children, Education and Equalities	28 September 2023
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	9 <sup>th</sup> October 2023

<b>Appendix A – Further essential background / detail on the proposal</b> 16+ Commissioning and Sufficiency Strategy for Children in Care and Care Leavers 2023-2025	<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>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of</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>

# Bristol City Council Commissioning Strategy

## 16+ Children in Care and Care Leavers

### 1 Increase UASC Provision

Develop shared houses for Unaccompanied Asylum Seeking Children, to create an additional 28 beds.

Develop a move on property for UASC who have turned 18 but not yet able to move on to HomeChoice Properties.



### 2 Develop Shared Properties for CiC & Care Leavers

Move away from single occupancy flats to create shared houses for 16/17 yr old children in care / care leavers who will then move on to HomeChoice. This will create an additional 14 beds, as an alternative to Hostels and ESAs.

### 3 Join South West Regional Framework

Join the South West Regional Framework for purchasing 16+ Supported Accommodation. Moving across the providers on our existing Bristol Dynamic Purchasing System and creating opportunities for block arrangements.

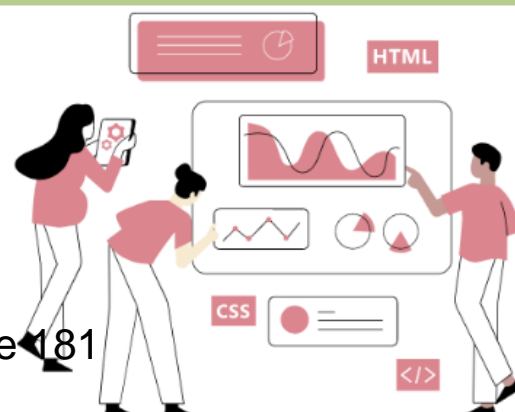


### 4 Strategic Partner

Procuring a strategic partner for the development of children's home provision in Bristol, with scope to grow and expand to include step down 16+ Accommodation for planned move ons.

### 5 In-House Services

We will work more closely with Housing to create improved flow through the system. This will include bringing one KBC Housing property and Branch Out out of the housing pathway and into children's services to increase the numbers of 16/17 year olds accommodated there.



**Bristol City Council**  
**16+ Commissioning Strategy**  
**Children in Care and Care Leavers**  
**2023**

**Introduction**

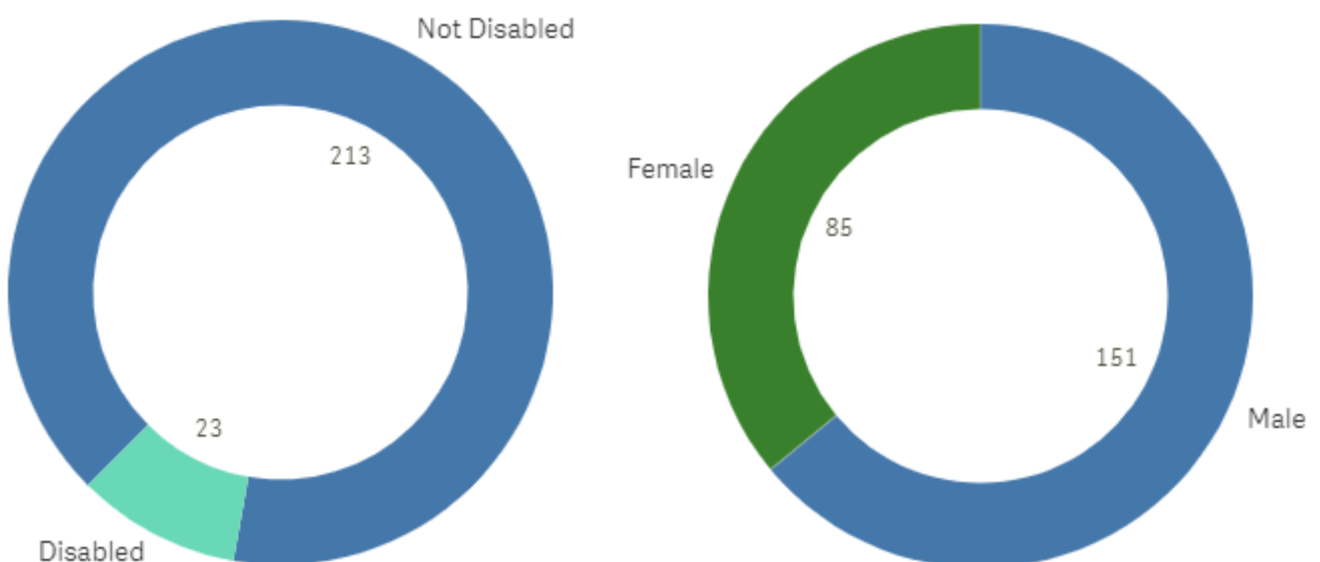
In Bristol the 16-19 population grew by more than 10% in the 5 years up to 2023. Population projections show that the 0-19 population is expected to grow by c.4%, by 2028 with the most significant segment within that being the 16-19 age group which is forecast to grow by 31%.

The 16+ age group represents our highest cohort of entrants to care. Given the high number of children already in care age 16+ due to become care leavers in the next few years, as well as the growing population projections, this age-group is a focus of our sufficiency planning where we are looking for quality and value for money as they approach adulthood. We will need a range of provision set at the right level of support within the City to prepare them for adult lives.

We know that the level of demand for 16+ accommodation has grown beyond our sufficiency planning, and this has caused a blockage in all types of accommodation, and a use of all available options, whether these were ideally suited to need, correctly priced or not. If we can get our 16+ offer right, this will filter through down the system, allowing us to place all children more appropriately to their need.

**Needs data:**

As of April 2023, there are 236 children in care aged 16+, representing 32% of all our children in care.



As children move through to Care Leaver status, while many will be able to 'stay put' within their fostering provision, some may go home and a few may re-locate or find private accommodation, others will need housing provision through a pipeline into the Housing Support Register. Numbers leaving care are projected as per the table below with a significant number requiring move-on through the Housing Support Register. Projections of numbers coming through are shown below:

Current	Feb-24	Feb-25	Feb-26	Feb-27	Feb-28
291	340	359	410	468	510

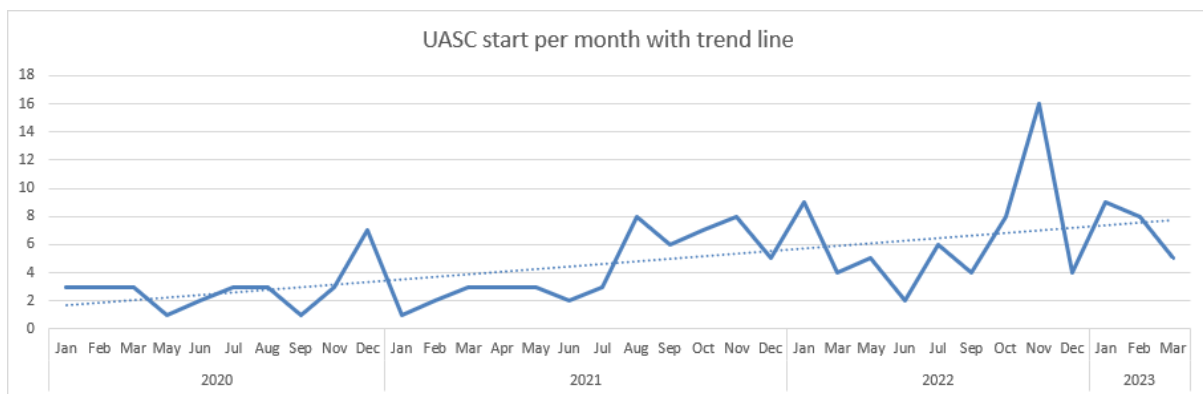
We have two significant cohorts of children in our 16+ care population:

- Unaccompanied Asylum Seekers
- 16+ Children in Care and Care Leavers – both those moving through care and late entrants to care, with a growing cohort of these coming in through the Homelessness route.

### Unaccompanied Asylum-Seeking Children (UASC)

As of June 2023, Bristol has 93 Unaccompanied Asylum-Seeking Children in care, equal to 0.1% of our population of children as required by the National Transfer Scheme. This cohort represents 13% of all children in care. Of these, 100% are male, 82 are aged 16+ and 23 will be turning 18 in the next 6 months.

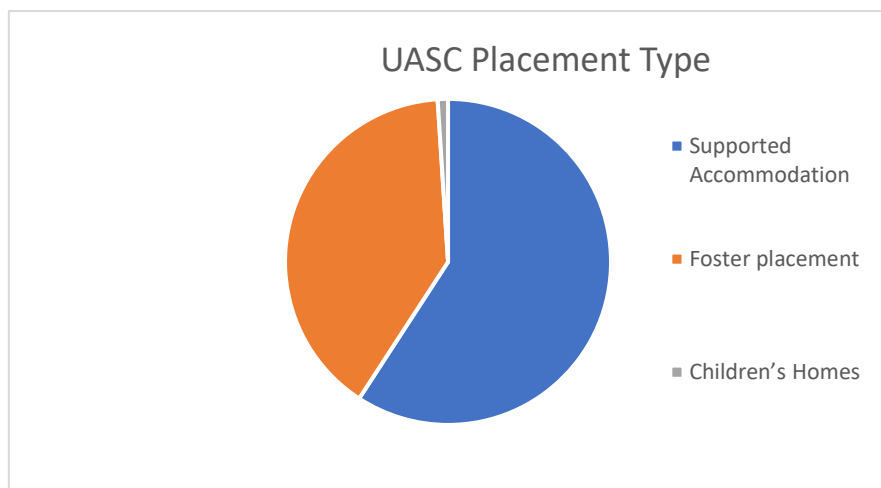
There has been a significant increase in numbers of UASC in our care over the past two years, both through the national transfer scheme and spontaneous arrivals, with the vast majority of our UASC coming from Afghanistan.



Bristol is a City of Sanctuary offering a strongly diverse population and the availability of cultural connectedness for those seeking a new life alongside familiar socio-cultural activity. Young arrivals prefer to live within the city centre because of access to these cultural links and services, and community of other young people from their cultural background. Sufficiency of homes within the city centre is limited due to the high costs of rents and limited housing stock, and it has been difficult to commission in this area at the pace needed for the constant new flow of young people.

For those under 16, most young people have been found homes through in-house provision or independent fostering, but the majority (88%) of our unaccompanied arrivals are over 16.

For those over 16, most are now placed in External Supported Accommodation (ESA), usually in shared provision and with a range of support hours available, often shared between all young people. We have utilised our residential provision for a small number with significant trauma.



50% of our young people in ESA provision are UASC, and 20% are over 18 and unable to step down into the housing pathway. For UASC reaching 18, most do not yet have leave to remain and are therefore not eligible to move on to Home Choice accommodation. This delay in leave to remain then causes blockages in the system and financial pressure to children's services. Young people are ready to move on, but there is nowhere for them to move on to, meaning properties we brought online for children and young people, become filled with young adults.

### Children in Care / Care Leavers

The most recent 2022 ILACS inspection of children in care found that the experience of 16/17 year old children was inconsistent, stating that:

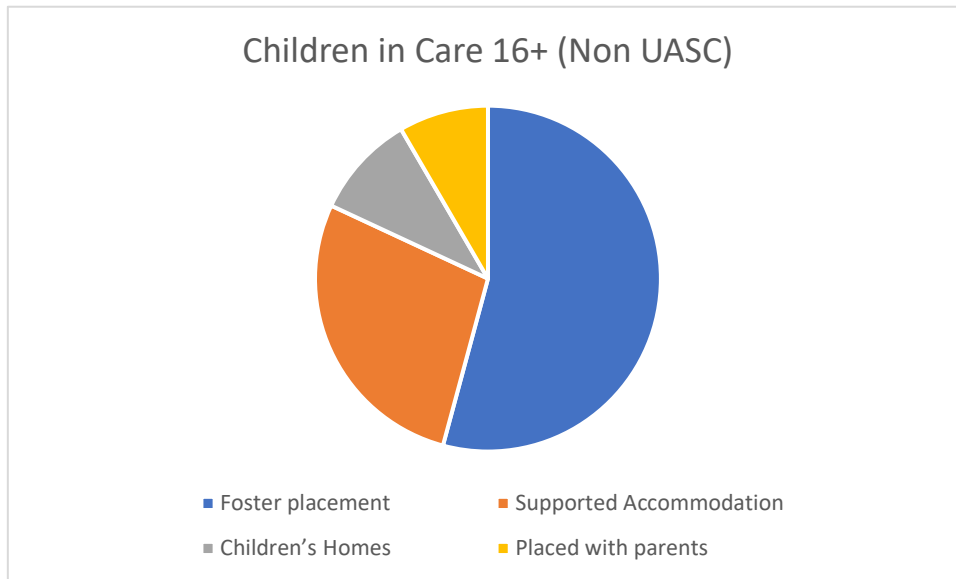
- Some children are not helped into safe and secure accommodation at the earliest opportunity.
- Some children are not afforded an assessment of their immediate vulnerability.
- Those children who can remain at home safely are helped to do so.
- Children are not benefiting from joint housing assessments.

In 22/23, there were 68 entrants to care aged 16+. Of these, 31 were UASC and 15 came in due to family dysfunction/safeguarding concerns. 87 individual children presented as homeless, with 25 going on to be judged to be homeless. Of these children, 22 came into care through section 20. Just 1 was offered accommodation under Part 7 of the homelessness legislation. No joint assessment was undertaken because there was no crash pad or assessment provision available. Care was sometimes preferred by the young person, but even where they clearly requested homelessness support, this was not available.

There is an even split of genders in our non-UASC cohort of the 16+ care population. Unlike our UASCs the majority of our young people in care remain in foster care post 16. These numbers are



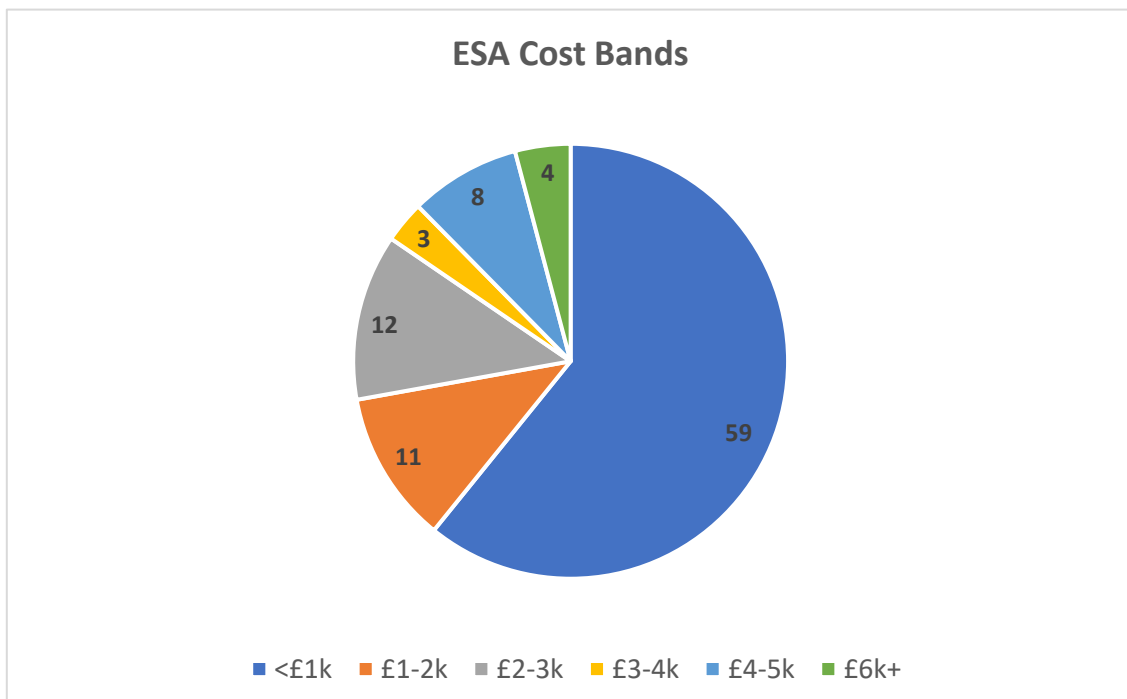
constantly changing due to children reaching 18 and/or new entrants to care, but are accurate as of April 2023.



For our young people, there are gaps in available support / provision for high support needs around mental health or translation needs; which are not commissioned by colleagues in Housing and Landlord Services.

**Current Placement Needs and Costs**

The graph below shows all children placed in External Supported Accommodation (April 2023), split into cost bands. Our young people placed in provision with costs are above £4,000 per week require a very high level of support, more similar to care, and this is lacking within our current commissioning. Children with costs under £1,000 per week are receiving low to medium levels of support but at high market rates at the top end. For the 26 young people with cost bands between







£1,000-4,000 per week, analysis shows us that only 4 are in the ideal provision with the right support and, again, this group have medium to high levels of support need that is not available to us currently.

### Challenges:

Throughout Covid there have been significant difficulties helping children and young people exit care meaning there are increased figures of those looking for supported accommodation with the move on pathways blocked. In January 2023, 190 young people were on the waiting list for Housing through the Housing Support Register.

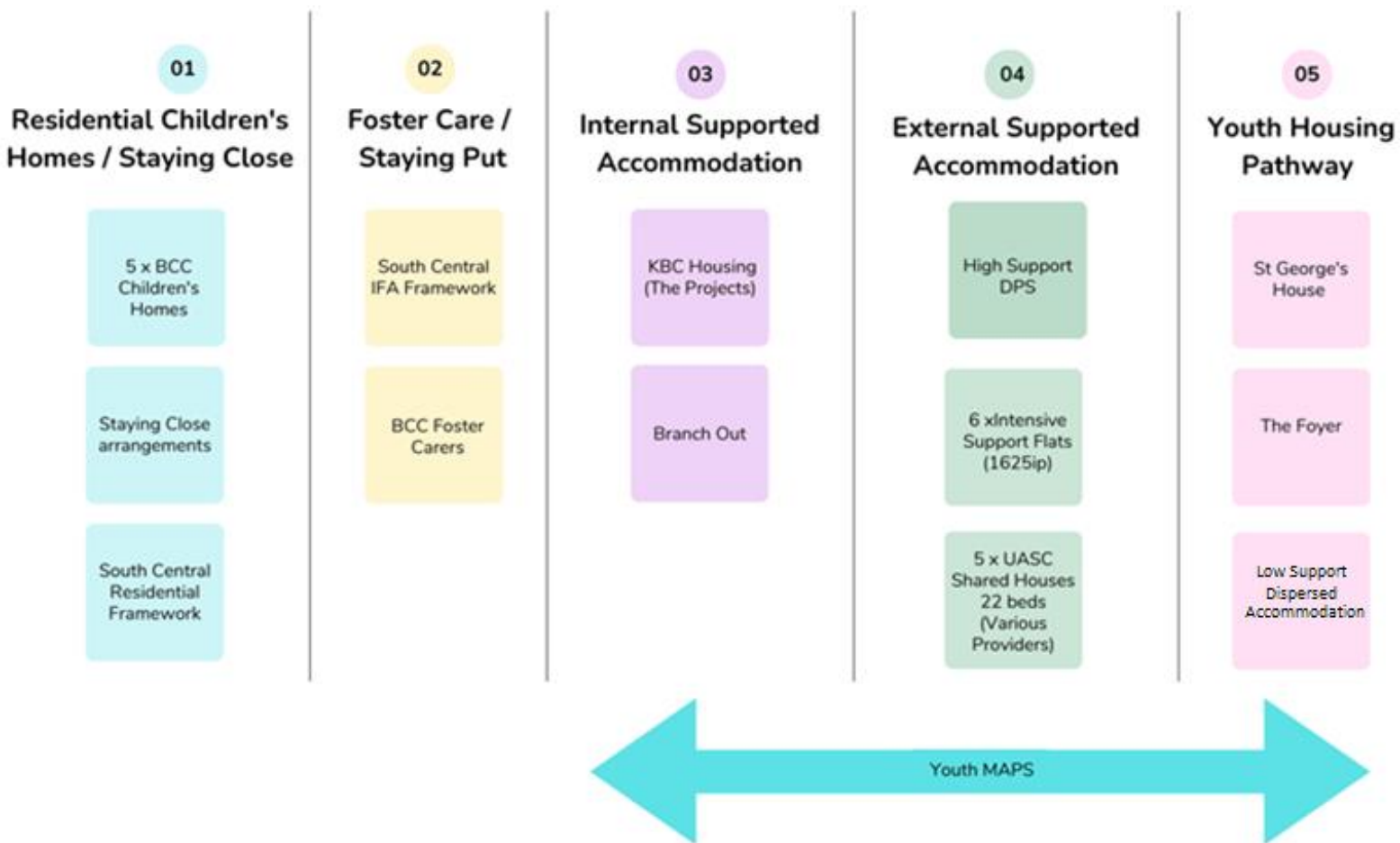
Our key challenges are:

-  The time it can take for UASC young people to be granted leave to remain – the funding we receive reduces when these children are 18, but we must hold them within children’s provision until they have status granted. Most unaccompanied children arrive aged between 16-18 with many of them already 17. They attain 18 quickly giving little time for status, and leading to a new child coming down the track that we need to take to meet our 0.1% quota.
-  There is a general lack of move-on accommodation for care leavers and has been nothing specifically commissioned for adult asylum seekers, causing a blockage in the pipeline of services and leaving our commissioned 16+ accommodation 50% occupied by young adults who are unable to move on.
-  Care leavers with generally higher levels of support need are not catered for within current HSR commissioned provision.
-  Delays in care act assessments for those young people moving into adult services, can result in 18-year-olds residing in children’s services accommodation until this has been complete.

We are working closely with colleagues in housing to review our accommodation offer for young people aged 16+, with a view to recommission the entire youth pathway for 2024. Moving young people on from provision has been a challenge due to a lack of affordable housing stock in the city, Housing now have a Move-On Coordinator in post to address this.

In October 2023 Ofsted regulation will become mandatory for 16+ supported accommodation. The regulation of this provision will mean that, for the first time, all provision offering care and support for looked after children and care leavers aged 16 and 17 will be registered and inspected by Ofsted, and national standards introduced. This provision will be formally called “supported accommodation for young people”. Whilst the regulations are welcome to drive up quality, there is a risk that this could lead to providers exiting the market and a loss of sufficiency. If providers have not submitted full applications to become registered by 28<sup>th</sup> October, it will become illegal to place looked after children and care leavers aged 16-17 with them. Work is being undertaken with providers to get them ready for regulation, including the introduction of 16+ provider forums with guest speakers and 1-1 consultation sessions to support the process.

**Overview of Existing Services Available to Young People 16+**



**Children's Services Provision**

**Children's Homes:**

Bristol City Council currently has five operational in-house children's homes with capacity for up to 15 children up to the age of 18. There are currently 8 young people in our children's homes aged 16+. There is a Children's Homes Re-profiling programme in place which plans for steady growth and changes from larger children's homes to smaller two-bedroom homes and increasing our capacity up to 24.

There is one privately run children's homes within Bristol City Council boundaries. We are a member of the South-Central Residential framework but is increasingly reliant on spot-purchasing provision as many providers choose not to join, or to withdraw from, the framework. Currently 7 young people aged 16+ are placed in private children's homes.

**Foster Care:**

In house - Bristol City Council offers 272 mainstream fostering households for our children in care. Bristol is also a member of the South-Central fostering framework for purchasing Independent Foster Agency (IFA) placements, but we continue to require a level spot-purchasing provision as many providers choose not to join the framework. Currently 112 young people aged 16+ are in foster care.

Since 2013, our foster carers and young people have embraced the “Staying Put” arrangements available to them. Staying Put supports a young person to remain living with their foster family beyond the age of 18. This gives our young people time to prepare for adulthood, experience a similar transition to their peers and avoids social exclusion.

### **Supported Accommodation:**

The majority of our supported accommodation for those aged 16 + is delivered via a dynamic purchasing system. The DPS currently has 26 providers on - there are 5 providers with properties in Bristol, with most of the accommodation in nearby Gloucestershire and Somerset. Providers have reported it is easier to secure accommodation in neighbouring authorities due to lower house prices and rents.

In addition to the DPS we have block arrangements within Bristol for 6 independence flats and arrangements for 5 shared properties (22 beds) for Unaccompanied Asylum-Seeking Children (UASC).

### **Bristol City Council Housing Pathway**

#### **Bristol MAPS:**

Housing and Children’s Social Care work in partnership with 1625 Independent People to provide a child-centred response to young people aged 16-24 experiencing homelessness through advice, support, and joint assessment (for 16-17 year olds) relating to their housing needs at Bristol Youth MAPS. The Bristol Youth MAPS service, (known as MAPS), is proactive in preventing young people experiencing homelessness through the provision of advice and assistance. The overall aim of MAPS is to enable young people to remain with their families/network, provided it is safe to do so, through advice, support, and mediation as it is generally considered that it is in the best interests of most young people to live within their family network. However, when homelessness cannot be prevented, a young person may be provided with appropriate accommodation by Bristol City Council.

#### **KBC Housing (The Projects):**

KBC Housing (formerly The Youth Projects) consists of three houses owned and managed by Bristol City Council. Each provides bedrooms in a shared house with shared bathrooms and kitchens and young people living here currently receive 1 hour of support a week from peripatetic council-employed support workers.

#### **Branch Out Supported Lodgings**

Supported Lodgings (Branch Out) is accommodation young people who will benefit from lodging with a host in the host’s home. Hosts are vetted, trained and supported by the BCC Branch Out team. Hosts are generally available in the evenings and often work so are not available for daytime support. This means that for young people aged 16-17 this is suitable only for those accommodated via S.20.

## **St George's House and The Foyer**

St George's House and The Foyer are housing services' high and medium support hostels, catering for homeless young people predominantly aged 16-21 (but will accommodate young people aged 22-24 if the young person is particularly vulnerable). The two services provide 53 bed spaces combined, and provide on average approximately 2 hours support per week (flexible dependent on needs of the young people) with a 24-hour staff presence and managed front door.

## **Commissioning Intentions for 16+ Accommodation Services**

Our key aim is to develop provision that will prepare our children and care and care leavers for adulthood, and support them through to becoming tenancy ready.

### **UASC Shared Houses:**

Work has already begun on developing our offer to UASC, commissioning various block arrangements in the past year and growing our provision from 9 to 22 beds. We are looking to expand this offer, developing additional shared houses to create an additional 28 beds, and are in discussions with our framework providers to scale up provision in the City in response to our increased number of young people taken through the national transfer scheme. In particular, we want to develop provision in areas of the city with good cultural links and existing communities. This will take our UASC bed numbers from 22 up to 50.

In addition to this, we are looking to commission a shared house for UASCs who have reached 18 and can claim housing benefit, but have been unable to move on due to a lack of provision within housing services. This will enable a move-on pathway and free up the provision intended for our 16/17 year olds, with the intention they will move into the housing pathway or private rented sector as soon as LTR is granted.

### **Shared Houses for 16/17 year old Children in Care / Care Leavers**

There is currently a lack of shared housing for our non-UASC young people. We want to move away from self-contained single occupancy accommodation, which is not the norm for most young people living independently at 16-17. We will develop a number of shared houses, to create 14 additional beds as an alternative to hostels or ESAs for our young people who will then move to Home Choice properties or the private rented accommodation. We are looking to increase our provision for non-UASC young people from 6 beds, up to 40 which will include both internally and externally run provision.

### **16+ In House Services**

We are looking to bring one of the KBC Housing (formerly known as The Projects) properties and the Branch Out service out of the housing pathway and into children's services for April 2024.

Currently the majority of young people entering KBC Housing are 18+, bringing one of the houses into Children's Services will expand the offer to more 16/17 year olds. This will increase the range of support offered to our care leavers and young people in care aged 16+ accommodated under section 20, or for our asylum seekers who have reached 18 but remain in our commissioned children's accommodation due delays in leave to remain being granted.

There is a need for homely and family-based accommodation, such as Branch Out, for young people aged 16+ for whom larger units/environments or sharing with other young people is not appropriate. The majority (but not all) of young people referred in are Care leavers, again by bringing this into children’s services it will give more control over placements and relieve pressure on other commissioned services.

**Regional DPS:**

The current High Support Contract runs to September 2024. It is our intention to join a South West Regional framework going forward which will allow greater join up with local authority partners around quality control and value for money. The contract will include accommodation only, accommodation with support, floating support, group supported accommodation and regulated care and accommodation. As part of this there will be opportunities to block purchase accommodation.

**Strategic Partner Development**

As part of the DfE Capital Children’s home project, we are redeveloping of a decommissioned children’s home, into a home for adolescent males aged 15+ and who need care rather than support until they are 18. As part of this we will build two pods in the grounds of one of the homes to enable move on for the young people when they reach 16/17 and are ready for more independence. We are commissioning a strategic partner to deliver this project, there is scope for them to further grow 16+ provision for step down and a clear move on pathway from the homes.

**Single Homelessness Accommodation Programme (SHAP)** SHAP is a national £200 million fund to deliver up to 2400 homes and support services for people sleeping rough or at risk of sleeping rough. SHAP will provide supported housing, Housing First and housing-led accommodation for two target groups: adults experiencing multiple disadvantage who may have a history of rough sleeping and require high levels of support, and young people at risk of or experiencing homelessness or rough sleeping. A bid is being considered which may include five properties for young people.

**Summary Plans**

Action	Date to be completed
Work with market around Ofsted Regulation	October 2023
New 16+ Framework Operational	April 2024
One KBC Housing property and Branch Out move to Children’s Services	April 2024
UASC Shared Houses Scale Up	July 2024
Children in Care / Care Leaver Shared Houses Scale Up	July 2024
Strategic Partner Accommodation Development	April 2025

# Equality Impact Assessment [version 2.12]



Title: 16+ Commissioning and Sufficiency Strategy	
<input type="checkbox"/> Policy <input checked="" type="checkbox"/> Strategy <input type="checkbox"/> Function <input 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: Children and Education	Lead Officer name: Hannah Gillett
Service Area: Strategic Commissioning	Lead Officer role: Senior Commissioning 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 \(EqIA\) \(sharepoint.com\)](http://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 16+ Commissioning and Sufficiency Strategy sets out, at a strategic level, the steps being taken across children’s services to ensure sufficient accommodation is available to meet the needs of our children in care and care leavers aged 16+. It sets out a high level summary of need, as well as outlining our current delivery arrangements and approaches to providing secure, safe and appropriate accommodation over the next two years.

### 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 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.

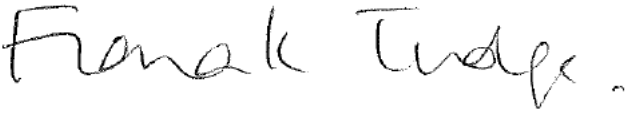
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	[please select]
------------------------------	--	-----------------

The strategy is simply outlining the local authority’s commissioning approach to 16+ sufficiency, pulling together into one place and setting out all the work being done to contribute towards this. Nothing is being changed or

proposed which has the potential to impact on people in the ways outlined above, however as individual projects to be delivered are progressed, Equality Impact Assessments specific to those pieces of work will be undertaken. The various pieces of work outlined in the strategy will have a positive impact on 16+ children in care of all protected characteristics by ensuring there are sufficient appropriate and safe placement options for them.

## 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>.

<p><b>Equality and Inclusion Team Review:</b>  <b><i>Reviewed by Equality and Inclusion Team</i></b></p>	<p><b>Director Sign-Off:</b></p>  <p>Director – Children, Families and Safer Communities</p>
<p>Date: 5/10/23</p>	<p>Date: 6<sup>th</sup> October 2023</p>

<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.





# Environmental Impact Assessment [version 1.0]

<b>Proposal title: 16+ Commissioning and Sufficiency Strategy</b>		
<b>Project stage and type:</b> <input type="checkbox"/> Initial Idea Mandate <input type="checkbox"/> Outline Business Case <input checked="" type="checkbox"/> Full Business Case		
<input checked="" type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review	<input type="checkbox"/> Changing
<b>Directorate: Children and Education</b>		<b>Lead Officer name: Hannah Gillett</b>
<b>Service Area: Children’s Commissioning</b>		<b>Lead Officer role: Senior Commissioning Manager</b>

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

The purpose of this Environmental Impact Assessment is to help you develop your proposal in a way that is compliant with the council’s policies and supports the council’s strategic objectives under the [One City Climate Strategy](#), the [One City Ecological Emergency Strategy](#) and the latest [Corporate Strategy](#).

This assessment should be started at the beginning of the project proposal process by someone with a good knowledge of the project, the service area that will deliver it, and sufficient influence over the proposal to make changes as needed.

It is good practice to take a team approach to completing the Environmental Impact Assessment. See further [guidance](#) on completing this document. Please contact the [Sustainable City and Climate Change Service](#) 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. Please use plain English, avoiding jargon and acronyms.

The 16+ Commissioning and Sufficiency Strategy sets out, at a strategic level, the steps being taken across children’s services to ensure sufficient accommodation is available to meet the needs of our children in care and care leavers aged 16+. It sets out a high level summary of need, as well as outlining our current delivery arrangements and approaches to providing secure, safe and appropriate accommodation over the next two years.

The strategy is simply outlining the local authority’s commissioning approach to 16+ sufficiency, pulling together into one place and setting out all the work being done to contribute towards this. As individual projects to be delivered are progressed, Environmental Impact Assessments specific to those pieces of work will be undertaken. In scaling up our available provision, we are not proposing building any new accommodation – these are pre-existing buildings/services already in use, we will just be securing them for the purpose of 16+ children in care and care leavers.

### 1.2 Will the proposal have an environmental impact?

Could the proposal have either a positive or negative effects for the environment now or in the future? If ‘No’ explain why you are sure there will be no environmental impact, then skip steps 2-3 and request review by the [Sustainable City and Climate Change Service](#).

If ‘Yes’ complete the rest of this assessment.

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

### 1.3 If the proposal is part of an options appraisal, has the environmental impact of each option been assessed and included in the recommendation-making process?

If 'Yes' please ensure that the details of the environmental impacts of each option are made clear in the pros and cons section of the [project management options appraisal document](#).

<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Not applicable	[please select]
------------------------------	-----------------------------	--	-----------------

If 'No' explain why environmental impacts have not been considered as part of the options appraisal process.

## Step 2: What kinds of environmental impacts might the project have?

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. See detailed [guidance documents](#) for advice on identifying potential impacts.

### 2.1 Does the proposal create any benefits for the environment, or have any adverse impacts?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support [our corporate environmental objectives](#) and the wider [One City Climate and Ecological Emergency strategies](#).

Consider how the proposal creates environmental impacts in the following categories, both now and in the future.

**Reasonable efforts should be made to quantify stated benefit or adverse impacts wherever possible.**

Where the proposal is likely to have a beneficial impact, consider what actions would enhance those impacts. Where the proposal is likely to have a harmful impact, consider whether actions would mitigate these impacts.

Enhancements or mitigation actions are only required when there is a likely impact identified. Remember that where enhancements or mitigation actions are listed, they should be assigned to staff and appropriately resourced.

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many categories)		
Increasing services in or close to Bristol will reduce the amount of travel that social workers are required to undertake to visit children and young people. Additionally this will increase the number of services within the CAZ, encouraging use of compliant transport.		
Opportunity to encourage young people to undertake increased healthier and sustainable behaviour such as active travel, making better food choices, and where appropriate buying locally through service support delivery.		
Consumption of energy and creation of waste through delivery of the service – this will be mitigated through tendering processes, social value commitments and ongoing QA of services.		
<b>ENV1 Carbon neutral: Emissions of climate changing gases</b>	<b>Benefits</b>	By securing more accommodation within or close to Bristol this will reduce the distance that social workers have to travel to visit children in care, reducing emissions. This will also increase the number of services within the Clean Air Zone which will encourage providers and staff to use CAZ compliant modes of transport.
BCC has committed to achieving net zero emissions for its direct activities by 2025, and to support the city		

<p>in achieving net zero by 2030.</p> <p>Will the proposal involve transport, or the use of energy in buildings? Will the proposal involve the purchase of goods or services? If the answer is yes to either of these questions, there will be a carbon impact.</p> <p>Consider the scale and timeframe of the impact, particularly if the proposal will lead to ongoing emissions beyond the 2025 and 2030 target dates.</p> <p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> <b>No impact</b></p>	<p><b>Enhancing actions</b></p>	
	<p><b>Persistence of effects:</b>    <input type="checkbox"/> 1 year or less            <input checked="" type="checkbox"/> 1 – 5 years            <input type="checkbox"/> 5+ years</p>	
	<p><b>Adverse impacts</b></p>	<p>Consumption of energy through delivery of the service, such as heating (gas) and electricity.</p>
	<p><b>Mitigating actions</b></p>	<p>Pre-existing buildings already in use, we will just be securing them for the purpose of 16+ children in care.</p> <p>As part of our tenders for new arrangements we will include questions on environmental impact and through social value commitments.</p> <p>As part of the service to support young people, we will ask providers to encourage young people to undertake increased healthier and sustainable behaviour such as active travel, making better food choices, and where appropriate buying locally.</p>
<p><b>Persistence of effects:</b>    <input type="checkbox"/> 1 year or less            <input checked="" type="checkbox"/> 1 – 5 years            <input type="checkbox"/> 5+ years</p>		

<p><b>ENV2 Ecological recovery: Wildlife and habitats</b></p> <p>BCC has committed to 30% of its land being managed for nature and to halve its use of pesticides by 2030.</p> <p>Consider how your proposal can support increased space for nature, reduced use of pesticides, reduce pollution to waterways, and reduce consumption of products that undermine ecosystems around the world.</p> <p>If your proposal will directly lead to a reduction in habitat within Bristol, then consider how your proposed mitigation can lead to a biodiversity net gain. Be sure to refer to quantifiable changes wherever possible.</p> <p><a href="#">Further guidance</a></p> <p><input checked="" type="checkbox"/> <b>No impact</b></p>	<p><b>Benefits</b></p>	
	<p><b>Enhancing actions</b></p>	
	<p><b>Persistence of effects:</b>    <input type="checkbox"/> 1 year or less            <input type="checkbox"/> 1 – 5 years            <input type="checkbox"/> 5+ years</p>	
	<p><b>Adverse impacts</b></p>	
	<p><b>Mitigating actions</b></p>	
<p><b>Persistence of effects:</b>    <input type="checkbox"/> 1 year or less            <input type="checkbox"/> 1 – 5 years            <input type="checkbox"/> 5+ years</p>		

<p><b>ENV3 A cleaner, low-waste city: Consumption of resources and generation of waste</b></p> <p>Consider what resources will be used as a result of the proposal, how they can be minimised or swapped for less impactful ones, where they will be sourced from, and what will happen to any waste generated</p> <p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> <b>No impact</b></p>	Benefits	
	Enhancing actions	
	Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years	
	Adverse impacts	Generation of waste through business operations.
	Mitigating actions	As part of our tenders for new arrangements we will include tender questions and social value commitments on environmental impact including how services will ensure appropriate waste management and waste reduction systems are in place.
Persistence of effects: <input type="checkbox"/> 1 year or less <input checked="" type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years		
<p><b>ENV4 Climate resilience: Bristol's resilience to the effects of climate change</b></p> <p>Bristol's climate is already changing, and increasingly frequent instances of extreme weather will become more likely over time.</p> <p>Consider how the proposal will perform during periods of extreme weather (particularly heat and flooding).</p> <p>Consider if the proposal will reduce or increase risk to people and assets during extreme weather events.</p> <p><a href="#">Further guidance</a></p> <p><input checked="" type="checkbox"/> <b>No impact</b></p>	Benefits	
	Enhancing actions	
	Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years	
	Adverse impacts	
	Mitigating actions	
Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years		

<p><b>Statutory duty: Prevention of Pollution to air, water, or land</b></p> <p>Consider how the proposal will change the likelihood of pollution occurring to air, water, or land and what steps will be taken to prevent pollution occurring.</p> <p><a href="#">Further guidance</a></p> <p><input checked="" type="checkbox"/> <b>No impact</b></p>	<b>Benefits</b>	
	<b>Enhancing actions</b>	
	<b>Persistence of effects:</b> <input type="checkbox"/> <b>1 year or less</b> <input type="checkbox"/> <b>1 – 5 years</b> <input type="checkbox"/> <b>5+ years</b>	
	<b>Adverse impacts</b>	
	<b>Mitigating actions</b>	
<b>Persistence of effects:</b> <input type="checkbox"/> <b>1 year or less</b> <input type="checkbox"/> <b>1 – 5 years</b> <input type="checkbox"/> <b>5+ years</b>		

**Step 3: Actions**

**3.1 Action Plan**

Use this section summarise and assign responsibility for any actions you have identified to improve data, enhance beneficial, or mitigate negative impacts. Actions identified in section two can be grouped together if named responsibility is under the same person.

This action plan should be updated at each stage of the project. Please be aware that the Sustainable City and Climate Change Service may use this action plan as an audit checklist during the project’s implementation or operation.

<b>Enhancing / mitigating action required</b>	<b>Responsible Officer</b>	<b>Timescale</b>
Tender questions / social value commitments required from providers on energy usage.	Hannah Gillett	April 2024
Tender questions / social value commitments required from providers on waste management.	Hannah Gillett	April 2024
As part of the service, we will ask providers to encourage young people to undertake increased healthier and sustainable behaviour such as active travel, making better food choices, and where appropriate buying locally	Hannah Gillett	April 2024

**Step 4: Review**

The Sustainable City and Climate Change Service need at least five working days to comment and feedback on your impact assessment. Assessments should only be marked as reviewed when they provide sufficient information for

decision-makers on the environmental impact of the proposal. Please seek feedback and review from the [Sustainable City and Climate Change Service](#) before final submission of your decision pathway documentation<sup>1</sup>.

Where impacts identified in this assessment are deemed significant, they will be summarised here and included on the cover sheet of the decision pathway documentation.

<b>Summary of significant beneficial impacts and opportunities to support the Climate, Ecological and Corporate Strategies (ENV1,2,3,4):</b>
<b>Summary of significant adverse impacts and how they can be mitigated:</b>

<b>Environmental Performance Team Reviewer:</b> Daniel Shelton	<b>Submitting author:</b> Hannah Gillett
<b>Date: 11/10/2023</b>	<b>Date: 11/10/2023</b>

---

<sup>1</sup> Review by the Sustainable City and Climate Change Service confirms there is sufficient analysis for decision makers to consider the likely environmental impacts at this stage. This does not constitute an endorsement or approval of the proposal.



# Decision Pathway – Report

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 07 November 2023

<b>TITLE</b>	<b>Re-Tender of MS Azure Agreement</b>		
<b>Ward(s)</b>	None		
<b>Author:</b> Paul Day	<b>Job title:</b> Interim Head of IT Operations		
<b>Cabinet lead:</b> Cllr Craig Cheney: Deputy Mayor with responsibility for Finance, Governance & Performance	<b>Executive Director lead:</b> Stephen Peacock, Chief Executive		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b> This report seeks permission to procure and award a 3-year contract for continued use of the Microsoft Azure Cloud Infrastructure.			
<b>Evidence Base:</b> Microsoft Azure is the cloud-based (hosted by third party organisation) data centre technology used by the Council. The Council migrated several services to Microsoft Azure during the delivery of the IT Transformation Programme (ITTP) and is continuing this process under its current Cloud Migration project. This move to the cloud provides several business benefits, including: <ul style="list-style-type: none"> <li>• Improved IT resilience</li> <li>• Known total cost of ownership for services</li> <li>• Reduction in maintenance burden (support contracts and personnel)</li> <li>• Improved back-up and recovery</li> <li>• Improved delivery of remote working solutions</li> <li>• Improved approach to partnerships, such as the safe sharing of information with third parties</li> <li>• Improved services to staff and citizens through a modern platform</li> <li>• Improved Information (Cyber) Security, protecting access to our systems and data</li> <li>• Improved approach to Information Assurance, helping us meet our data protection act and GDPR obligations</li> <li>• Ability to use new solutions such as Data/Insights and Customer Relationship Management (CRM) tools</li> </ul> <p>This solution hosts our servers as well as our data. Furthermore, it provides several critical IT services such as the authentication of users onto our network and systems and delivers much of our Information (Cyber) Security protection and resilience. It is a key platform that would effectively prevent the usage of any IT Systems if it were not available.</p> <p>The pricing model for this solution is consumption based, i.e., the Council pays only for the services which are actively used at any time. We can put services into ‘standby’ when they are not being actively used, such as test servers, which means the Council does not pay for services when they are not required. We are also able to procure 12 months of services in advance through ‘reserved instances’ when we know we will need a service to be available all the time, such as our website, achieving a lower cost for the Council.</p>			

Our current contract expires on 31 March 2024. We need to have a contract in place that will allow us to continue to utilise this vital solution within the vendor licence terms.

It also seeks permission to authorise the Head of Procurement & Contract Management to approve appropriate procurement routes to market. Microsoft licensing can be complex and changes periodically. The options available at this time include contracting via a third party through the Microsoft Cloud Solutions Provider Programme or directly with Microsoft, but procurement specialists will take whichever route provides Best Value at the time.

As the Council has continued its process of digital transformation it has, as expected, increased its use of Microsoft Azure services. Current expenditure on Azure is now running at some 13% per annum over that tendered for in the last three-year period. It is nevertheless believed that this expenditure has now reached a plateau and may be possible to reduce, since although further services will be migrated to Azure over the coming three-year period, economies are simultaneously being made in rationalising server usage, concentrating processing requirements onto a smaller number of servers, and deleting old and unnecessary data. The procurement value has therefore been set to enable the Council to fund its expected levels of service consumption (plus contingency) over the life of the contract without the need for further contract value increases and negotiations. The contract will not commit the Council to spending the full contract value, and so the financial figures cited within this report should be considered a ceiling amount. The cost of MS Azure licensing is contained within the council's existing budget envelope for IT Operations and no additional budget growth is sought by this report.

**Cabinet Member / Officer Recommendations:**

1. Authorise the tender of a 3-year contract for Microsoft Azure, using an appropriate route to market as advised by Strategic Procurement, at a cost not exceeding £864,000 per annum.
2. Authorise the Director: Policy, Strategy and Digital, in consultation with the Deputy Mayor, Finance, Governance & Performance, to take all steps necessary to procure and award the contract.
3. Authorise the Head of Procurement & Contract Management to approve appropriate procurement routes to market where these are not yet fully defined, or if changes to procurement routes are subsequently required.

**Corporate Strategy alignment:**

This fully aligns to the Corporate Strategy and Digital Strategy 2022-27. It is a key foundation to being able to deliver Digital Transformation and provide the stability of a platform to build our new ways of working upon.

It meets the following principles:

- Maximising opportunities to work with partners
- Focussed on long-term outcomes, not short-term fixes
- Use our assets wisely

It meets our organisational priorities:

- Redesign the Council to work effectively as a smaller organisation
- Equip our colleagues to be as productive and efficient as possible
- Be able to explore new commercial ideas

**City Benefits:**

There are considerable benefits to the usage of this platform. This includes the ability to deliver One City Plan digital outcomes on a platform which can be used to support partners and deliver data and insights aligned to a Digital Place/Smart City agenda. By having the scale of capability available, on a consumption model, enables the Council to have access to solutions which would otherwise be prohibitively expensive to utilise. In addition, by using Microsoft Azure as the cloud platform of choice, the city's Climate Emergency Action plan is served by consuming services from a vendor that pledges to be carbon negative by 2030 – and to have removed all the carbon emissions created in the organisation's history, by 2050.

**Consultation Details**



Not Applicable
<b>Background Documents:</b> Cabinet approval document from 2021: <a href="https://democracy.bristol.gov.uk/ieListDocuments.aspx?MId=8406">https://democracy.bristol.gov.uk/ieListDocuments.aspx?MId=8406</a>

<b>Revenue Cost</b>	£2.6m	<b>Source of Revenue Funding</b>	General
<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 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:**

**1. Finance Advice:** This paper is seeking approval to Procure and award a 3-year contract for the continued use of Microsoft Azure Infrastructure Cloud Infrastructure with the current contract due to expire 31<sup>st</sup> March 2024. The requested /estimated contract value is £2.6m over 3-year (£0.867m per year). This is to be funded from existing general fund budget within IT Operations cost centre.

The previous 3-year contract due to expire was for £2.3m (£0.767m per year) with the new price quoted reflecting an increase of £300k (£100k per year). Noting that this is a “pay as you use” service, the increase in contract award requested is to provide some headroom as the Council continues its process of digital transformation with its increased use of Microsoft Azure services.

The new contract ceiling poses a risk/pressure of up to £100k per annum on the Service Budget, and this is to be mitigated as the Service indicates that the expenditure has plateaued and that there are opportunities to reduce expenditure through optimization of storage, economies in rationalising server usage, concentrating processing requirements onto a smaller number of servers, and deleting old and unnecessary data.

**Finance Business Partner:** Olubunmi Kupoluyi. 29 September 2023

**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 regarding the conduct of the procurement process and the resulting contractual arrangements.

**Legal Team Leader:** Husinara Jones, Team Manager/Solicitor 16 October 2023

**3. Implications on IT:** This is a critical contract to enable the continued usage of the Council’s IT Services and to ensure we are contractually and procurement compliant. As a result, I fully support the report.

**IT Team Leader:** Polly Thompson 22/8/2023

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

**HR Partner:** James Brereton (Head of Human Resources), 16 October 2023

<b>EDM Sign-off</b>	Stephen Peacock: Chief Executive	30/08/2023
<b>Cabinet Member sign-off</b>	<b>Cllr Craig Cheney: Deputy Mayor with responsibility for City Economy, Finance &amp; Performance</b>	25/09/2023
<b>For Key Decisions - Mayor’s Office sign-off</b>	Mayor’s Office	30/10/2023

<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>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>

# Equality Impact Assessment [version 2.12]



Title: <b>Re-Tender of MS Azure Agreement</b>	
<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: Policy, Strategy & Digital	Lead Officer name: Paul Day
Service Area: IT	Lead Officer role: Interim Head of IT Operations

## 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.

#### Evidence Base:

Microsoft Azure is the cloud-based (hosted by third party organisation) data centre technology used by the Council. The Council migrated a number of services to Microsoft Azure during the delivery of the IT Transformation Programme (ITTP), and is continuing this process under its current Cloud Migration project. This move to the cloud provides a number of business benefits, including:

- Improved IT resilience
- Known total cost of ownership for services
- Reduction in maintenance burden (support contracts and personnel)
- Improved back-up and recovery
- Improved delivery of remote working solutions
- Improved approach to partnerships, such as the safe sharing of information with third parties
- Improved services to staff and citizens through a modern platform
- Improved Information (Cyber) Security, protecting access to our systems and data
- Improved approach to Information Assurance, helping us meet our data protection act and GDPR obligations
- Ability to use new solutions such as Data/Insights and Customer Relationship Management (CRM) tools
- Reduction in our carbon footprint – Microsoft is currently carbon neutral, and pledges to be carbon negative by 2030.

This solution hosts our servers as well as our data. Furthermore, it provides a number of critical IT services such as the authentication of users onto our network and systems, and delivers much of our Information (Cyber) Security protection and resilience. It is a key platform that would effectively prevent the usage of any IT Systems if it were not available.

Our current contract expires on 31 March 2024. We need to have a contract in place that will allow us to continue to utilise this vital solution within the vendor licence terms. Procurement will be through a competitive procurement process using the appropriate route to market, likely to be within an establish Framework, as advised by Strategic Procurement.

From an EQIA point of view, there is no impact, since this is the proposed continuation of our existing, external hosting service, and nothing changes. As individual applications are moved to Azure, any changes that could have EQIA impacts will be the subject of separate EQIA assessments, in the normal way.

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

<input checked="" type="checkbox"/> Bristol City Council workforce	<input 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.

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

As described above, this service involves the external hosting of the council's software and data. These services are already hosted externally in Microsoft Azure, and this is simply to continue the current arrangement.

## 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>
Date: 1/9/2023	Tim Borrett, Director: Policy, Strategy and Digital Date: 18/09/2023

<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.



# Environmental Impact Assessment [version 1.0]

<b>Proposal title: Re-Tender of MS Azure Agreement</b>		
<b>Project stage and type:</b> <input type="checkbox"/> Initial Idea Mandate <input type="checkbox"/> Outline Business Case <input checked="" type="checkbox"/> Full Business Case		
<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
<b>Directorate:</b>	<b>Lead Officer name: Paul Day</b>	
<b>Service Area:</b>	<b>Lead Officer role: Head of ICT (interim)</b>	

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

The purpose of this Environmental Impact Assessment is to help you develop your proposal in a way that is compliant with the council's policies and supports the council's strategic objectives under the [One City Climate Strategy](#), the [One City Ecological Emergency Strategy](#) and the latest [Corporate Strategy](#).

This assessment should be started at the beginning of the project proposal process by someone with a good knowledge of the project, the service area that will deliver it, and sufficient influence over the proposal to make changes as needed.

It is good practice to take a team approach to completing the Environmental Impact Assessment. See further [guidance](#) on completing this document. Please contact the [Sustainable City and Climate Change Service](#) 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. Please use plain English, avoiding jargon and acronyms.

The proposal is to re-tender for the provision of cloud hosting through Microsoft Azure, the external data-hosting service that currently hosts much of the council's software and data.

### 1.2 Will the proposal have an environmental impact?

Could the proposal have either a positive or negative effects for the environment now or in the future? If 'No' explain why you are sure there will be no environmental impact, then skip steps 2-3 and request review by the [Sustainable City and Climate Change Service](#).

If 'Yes' complete the rest of this assessment.

Yes  No [please select]

### 1.3 If the proposal is part of an options appraisal, has the environmental impact of each option been assessed and included in the recommendation-making process?

If 'Yes' please ensure that the details of the environmental impacts of each option are made clear in the pros and cons section of the [project management options appraisal document](#).

Yes  No  Not applicable [please select]

If 'No' explain why environmental impacts have not been considered as part of the options appraisal process.

## Step 2: What kinds of environmental impacts might the project have?

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. See detailed [guidance documents](#) for advice on identifying potential impacts.

### 2.1 Does the proposal create any benefits for the environment, or have any adverse impacts?

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support [our corporate environmental objectives](#) and the wider [One City Climate and Ecological Emergency strategies](#).

Consider how the proposal creates environmental impacts in the following categories, both now and in the future.

**Reasonable efforts should be made to quantify stated benefit or adverse impacts wherever possible.**

Where the proposal is likely to have a beneficial impact, consider what actions would enhance those impacts. Where the proposal is likely to have a harmful impact, consider whether actions would mitigate these impacts.

Enhancements or mitigation actions are only required when there is a likely impact identified. Remember that where enhancements or mitigation actions are listed, they should be assigned to staff and appropriately resourced.

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many categories)		
There is a separate proposal to reprocur the Microsoft Dynamics (CRM/ERP) going for approval at the same cabinet meeting. Combining these proposals was considered, but there were benefits in keeping them separate. Joint procurement of these services was also considered, but it is unlikely to reduce procurement costs, so will be done separately.		
<p><b>ENV1 Carbon neutral: Emissions of climate changing gases</b></p> <p>BCC has committed to achieving net zero emissions for its direct activities by 2025, and to support the city in achieving net zero by 2030.</p> <p>Will the proposal involve transport, or the use of energy in buildings? Will the proposal involve the purchase of goods or services? If the answer is yes to either of these questions, there will be a carbon impact.</p> <p>Consider the scale and timeframe of the impact, particularly if the proposal will lead to ongoing emissions beyond the 2025 and 2030 target dates.</p>	<p><b>Benefits</b></p>	<p>Microsoft services are carbon neutral through the use of carbon offsets. They have pledged to be carbon negative by 2030 and to have removed all their historical carbon emissions by 2050: <a href="#">Microsoft will be carbon negative by 2030 - The Official Microsoft Blog</a></p> <p>Replacing council datacentres (which are not carbon neutral) with a service that is carbon neutral through offsets and committed to becoming significantly carbon negative in future is beneficial in reducing greenhouse gas emissions.</p>
	<p><b>Enhancing actions</b></p>	<p>To ensure that Microsoft are continuing to make progress in becoming carbon negative, the Emissions Impact Dashboard plug-in will be used for both the Microsoft Azure and Microsoft Dynamics services (if both are used following retendering) and will be made available to the Sustainable City and Climate Change Service for reporting. This will show emissions without counting offsets, which will give a better idea of the efficiency of these services. Offsets are overheads that will form part of charges to customers, so progress to reduce the need for offsets to achieve carbon neutrality will reduce future costs.</p>
	<p><b>Persistence of effects:</b>    <input type="checkbox"/> 1 year or less                    <input checked="" type="checkbox"/> 1 – 5 years                    <input type="checkbox"/> 5+ years</p>	
<p><b>Adverse impacts</b></p>		

<p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> <b>No impact</b></p>	<p><b>Mitigating actions</b></p>	
<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input checked="" type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years</p>		
<p><b>ENV2 Ecological recovery: Wildlife and habitats</b>  BCC has committed to 30% of its land being managed for nature and to halve its use of pesticides by 2030.</p> <p>Consider how your proposal can support increased space for nature, reduced use of pesticides, reduce pollution to waterways, and reduce consumption of products that undermine ecosystems around the world.</p> <p>If your proposal will directly lead to a reduction in habitat within Bristol, then consider how your proposed mitigation can lead to a biodiversity net gain. Be sure to refer to quantifiable changes wherever possible.</p> <p><a href="#">Further guidance</a></p> <p><input checked="" type="checkbox"/> <b>No impact</b></p>	<p><b>Benefits</b></p>	
<p><b>Enhancing actions</b></p>		
<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years</p>		
<p><b>Adverse impacts</b></p>		
<p><b>Mitigating actions</b></p>		
<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years</p>		
<p><b>ENV3 A cleaner, low-waste city: Consumption of resources and generation of waste</b></p> <p>Consider what resources will be used as a result of the proposal, how they can be minimised or swapped for less impactful ones, where they will be sourced from, and what will happen to any waste generated</p>	<p><b>Benefits</b></p>	<p>Microsoft has committed to ‘zero waste by 2030, by building ‘Microsoft Circular Centers’ to re-use and repurpose servers in their datacentres.</p> <p><a href="#">Microsoft commits to achieve ‘zero waste’ goals by 2030 - The Official Microsoft Blog</a></p>
<p><b>Enhancing actions</b></p>		
<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input checked="" type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years</p>		
<p><b>Adverse impacts</b></p>		<p>Data centres use computers which consume non-renewable resources in their construction.</p>

<p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> No impact</p>	<p><b>Mitigating actions</b></p>	<p>Azure ensures that only the computing resources that we need are used, avoiding the contingency capacity and downtime we would experience by running our own data centres.</p>
<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input checked="" type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years</p>		
<p><b>ENV4 Climate resilience: Bristol’s resilience to the effects of climate change</b></p> <p>Bristol’s climate is already changing, and increasingly frequent instances of extreme weather will become more likely over time.</p> <p>Consider how the proposal will perform during periods of extreme weather (particularly heat and flooding).</p> <p>Consider if the proposal will reduce or increase risk to people and assets during extreme weather events.</p> <p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> No impact</p>	<p><b>Benefits</b></p>	<p>Using local datacentres backed up with other local datacentres would leave the council vulnerable to local instabilities cause by climate change. Using this more widely distributed service will therefore improve climate resilience.</p>
<p><b>Enhancing actions</b></p>		
<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input checked="" type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years</p>		
<p><b>Adverse impacts</b></p>		
<p><b>Mitigating actions</b></p>		
<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input checked="" type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years</p>		
<p><b>Statutory duty: Prevention of Pollution to air, water, or land</b></p> <p>Consider how the proposal will change the likelihood of pollution occurring to air, water, or land and what steps will be taken to prevent pollution occurring.</p> <p><a href="#">Further guidance</a></p> <p><input checked="" type="checkbox"/> No impact</p>	<p><b>Benefits</b></p>	<p>Datacentres are not generally significant polluters. Because this service uses Microsoft’s datacentres outside of Bristol, there will be no local pollution at all. Further information at: <a href="#">How Microsoft measures datacenter water and energy use to improve Azure Cloud sustainability   Azure Blog   Microsoft Azure</a></p>
<p><b>Enhancing actions</b></p>		
<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input checked="" type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years</p>		
<p><b>Adverse impacts</b></p>		
<p><b>Mitigating actions</b></p>		
<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input checked="" type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years</p>		



## Step 3: Actions

### 3.1 Action Plan

Use this section to summarise and assign responsibility for any actions you have identified to improve data, enhance beneficial, or mitigate negative impacts. Actions identified in section two can be grouped together if named responsibility is under the same person.

This action plan should be updated at each stage of the project. Please be aware that the Sustainable City and Climate Change Service may use this action plan as an audit checklist during the project's implementation or operation.

Enhancing / mitigating action required	Responsible Officer	Timescale
Microsoft's Power BI Emissions Impact Dashboard will be used to assess the improving efficiency of their and making this available to the Sustainable City and Climate Change Service for emissions reporting.	Paul Day	Six months from start of contract

## Step 4: Review

The Sustainable City and Climate Change Service need at least five working days to comment and feedback on your impact assessment. Assessments should only be marked as reviewed when they provide sufficient information for decision-makers on the environmental impact of the proposal. Please seek feedback and review from the [Sustainable City and Climate Change Service](#) before final submission of your decision pathway documentation<sup>1</sup>.

Where impacts identified in this assessment are deemed significant, they will be summarised here and included on the cover sheet of the decision pathway documentation.

<b>Summary of significant beneficial impacts and opportunities to support the Climate, Ecological and Corporate Strategies (ENV1,2,3,4):</b>
The most significant benefits are from replacing the greenhouse gas emissions and waste from council datacentres with hosting services from a carbon neutral organisation with ambitions to become zero waste and carbon negative by 2030.
<b>Summary of significant adverse impacts and how they can be mitigated:</b>
There are no significant adverse impacts.

<b>Environmental Performance Team Reviewer:</b> Giles Liddell	<b>Submitting author:</b> Paul Day
<b>Date: 25/08/2023</b>	<b>Date: 23/08/2023</b>

<sup>1</sup> Review by the Sustainable City and Climate Change Service confirms there is sufficient analysis for decision makers to consider the likely environmental impacts at this stage. This does not constitute an endorsement or approval of the proposal.



# Decision Pathway – Report

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 07 November 2023

<b>TITLE</b>	<b>Re-procurement of Microsoft Dynamics Contract 2024-2029</b>		
<b>Ward(s)</b>	None		
<b>Author:</b> Rizwan Tariq	<b>Job title:</b> Head of Service – Citizen Services		
<b>Cabinet lead:</b> Cllr Craig Cheney, City Economy, Finance and Performance	<b>Executive Director lead:</b> Stephen Peacock, Chief Executive		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>  To seek approval to procure and award a contract up to 5 years for continued use of Microsoft Dynamics.			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. Microsoft Dynamics is the Council’s Customer Relationship Management (CRM) system, implemented via the IT Transformation Programme.</li> <li>2. It is widely used within Citizen Services by agents and is a long-term strategic platform for all customer-centric activity, online access to services, single view of citizen interactions via the Data Lake, as well as delivering an opportunity to improve other functions such as field services in the future.</li> <li>3. Amongst others, Microsoft Dynamics offers the following benefits: <ul style="list-style-type: none"> <li>● <b>360-Degree view of citizens</b> The system is used to provide a unified platform to store and manage citizen information and interaction history across a range of channels including telephone, face to face and email. This enables advisors to have a complete view of citizens, their service requests and interactions, leading to a more personalised and efficient assistance.</li> <li>● <b>Efficient Case Management</b> Advisors can log, track, and manage citizen enquiries, service requests in a structured and organised manner. This leads to quicker problem resolution and better citizen outcomes.</li> <li>● <b>Automation and Workflow</b> The system can be utilised to automate routine tasks and workflows, reducing manual effort and minimising efforts. This includes the assignment of cases, follow-up reminders, and status updates.</li> <li>● <b>Data and Insights</b> The system provides robust reporting, which is used to measure performance metrics, and make data driven decisions to improve service quality and resource allocation.</li> </ul> </li> <li>4. The current contract expires in May 2024. A contract needs to be in place to continue utilising this vital solution.</li> <li>5. Procurement will be through a competitive procurement process using the appropriate route to market, likely to be within an established framework.</li> <li>6. Microsoft Dynamics are utilised well however there may be an opportunity in the future to reduce the licences required by staff, as contact is shifted to online channels and traditional contact volumes drop. The contract will therefore likely not commit the Council to spending the full contract value, and so the financial figure cited</li> </ol>			

within this report would be considered a ceiling amount.

7. The cost of Microsoft Dynamics is contained within the council's existing budget spend for IT Operations and no budget growth is sought by this report.

**Cabinet Member / Officer Recommendations:**

**That Cabinet:**

1. Approves the procurement and award of a contract for Microsoft Dynamics as outlined in this report.
2. Authorise the Director – Policy, Strategy and Digital in consultation with the Deputy Mayor- Finance, Governance, Property and Culture, to take all steps required to procure and award the contract for Microsoft Dynamics for 5 years, in line with the procurement routes and maximum budget outlined in this report.
3. Authorises the Head of Procurement & Contract Management to approve appropriate procurement routes to market where these not fully defined, or if changes to procurement routes are subsequently required.

**Corporate Strategy alignment:**

Adopting Microsoft Dynamics aligns with our corporate strategy by enabling the standardisation of processes, enhancing communication and optimising resources required to deliver services.

**City Benefits:**

Improved access to Council services via online channels, and better customer service across all channels.

**Consultation Details**

Not Applicable

**Background Documents:**

1. Previous cabinet paper September 2021 - [ModernGov - bristol.gov.uk](https://www.moderngov.com/d/4280407/papers/2021/09/20210921-ict-service-budget)

<b>Revenue Cost</b>	<b>£1.658m</b>	<b>Source of Revenue Funding</b>	ICT service budget
<b>Capital Cost</b>	<b>£0</b>	<b>Source of Capital Funding</b>	N/A
<b>One off cost</b> <input 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:**

**1. Finance Advice:**

This paper is seeking approval to Procure and award a 5 year contract for the continued use of Microsoft Dynamics with the current contract due to expire in May 2024. The requested /estimated contract value is £1.658m over 5-year (£0.332m per year). This is to be funded from existing general fund budget within IT Operations cost centre.

The previous 5-year contract due to expire was for £1.638m (£0.328m per year) with the new price quoted reflecting an increase of £20k (£4k per year) which is indicative of inflationary pressures since the last contract awarded almost 5 years ago.

Although there are no savings attached to this report, there are future opportunities to reduce the number of licences required by staff as contact is shifted to online channels and traditional contact volumes drop resulting in cost reduction hence not requiring the full contract value.

**Finance Business Partner:** Olubunmi Kupoluyi, Finance Business Partner Resources. 12 September 2023.

**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. 17 October 2023

<b>3. Implications on IT:</b> IT are supportive of this proposal, but to allow for any future review in CRM technology, that suitable breakpoints are included.		
<b>IT Team Leader:</b> Alex Simpson – Lead Enterprise Architect. 25 September 2023		
<b>4. HR Advice:</b> No HR implications evident.		
<b>HR Partner:</b> Bryn Williams. 25 August 2023		
<b>EDM Sign-off</b>	Stephen Peacock, Chief Executive	30/08/2023
<b>Cabinet Member sign-off</b>	Cllr Craig Cheney, City Economy, Finance and Performance	25/09/2023
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	30/10/2023

<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>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>

## Re-procurement of Microsoft Dynamics Contract 2024-2029

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk  £k	Risk Tolerance			
									Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date
1	Transitioning to a new CRM system may cause disruptions in service due to technical issues or data migration challenges.	Inadequate testing and preparation, data migration errors, unforeseen technical glitches.	Service interruptions, delayed responses to citizen inquiries, reduced operational efficiency.	Open	Service Provision	Head of Citizen Services (BCC)	Thorough testing, parallel systems during transition, comprehensive data backup, phased implementation.  Unlikely to happen as Microsoft Dynamics is already used in Citizen Services	∞	1	3	3		1	3	3	Aug 2023
2	The chosen contract may not align well with the Council's actual requirements	Miscommunication between the Council and the supplier, lack of clarity in the RFP.	Wasted resources, compromised functionality, delay in realising expected benefits	Open	Service Provision	Head of Citizen Services (BCC)	Clearly defined and detailed RFP, regular communication with suppliers, comprehensive evaluation process  Unlikely to happen as Microsoft Dynamics is already used in Citizen Services	∞	1	3	3		1	3	3	Aug 2023
3	Unforeseen challenges during implementation may lead to project delays.	Technical complexities, resource shortages, unexpected obstacles.	Postponed service enhancements, disrupted workflow, potential budget overruns.	Open	Service Provision	Head of Citizen Services (BCC)	Realistic project timeline, proactive issue resolution, contingency plans.  Early engagement with Decision Pathway.	∞	1	6	6		1	3	3	Aug 2023
4	Unexpected costs during implementation, customisation, or support could lead to budget overruns.	Underestimation of costs, unanticipated expenses.	Strain on financial resources, compromised funding for other initiatives.	Open	Financial	Head of Citizen Services (BCC)	Detailed cost estimation, well-defined contract terms, contingency funds.	∞	1	6	6		1	3	3	Aug 2023
5	The supplier might fail to provide the promised services and support.	Supplier's financial instability, poor communication, inadequate resources.	Lack of necessary support, potential system instability, delayed issue resolution.	Open	Service Provision	Head of Citizen Services (BCC)	Thorough supplier evaluation, contract clauses for service level agreements (SLAs).	∞	1	3	3		1	3	3	Aug 2023

# Equality Impact Assessment [version 2.12]



Title: <b>Re-procurement of Microsoft Dynamics Contract 2024-2029</b>	
<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: Rizwan Tariq
Service Area: Citizen Services	Lead Officer role: Head of Citizen Services

## 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 retender the Microsoft Dynamics system so that it can be continued to be used by staff within Citizen Services and selected service area (back office) teams where citizen contact is handled through the Citizen Service Centre and Citizen Service Point.

Microsoft Dynamics is needed to ensure that Bristol City Council staff can access customer records from one place as opposed to numerous lines of business systems and databases. For the period April 2022 to March 2023, Citizen Services received 920,927 enquires through telephone, web, face to face and email, records were either added or accessed by advisors at first point of contact for each contact made by service users. Without this system, advisors will now be able to provide a holistic service to service users leading to silo working.

The original Microsoft Dynamics implementation was through the Digital Transformation Programme, retendering and putting in place a new contract for Microsoft Dynamics will not affect service users.

It will cost £331,600 per year to purchase Microsoft Dynamics

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

<input checked="" type="checkbox"/> Bristol City Council 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.

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

The Microsoft Dynamics system is used by advisors in the Citizen Services Centre (CSC) and Citizen Services Point (CSP). The system stores contacts (i.e., citizen contact information), it also stores voice activities, email activities as well as what is referred to as Dynamics 365 CE case record. The Dynamics 365 CE case record is really the citizen transaction footprint i.e., it contains just the details of the citizen transaction and not the specific case details which are stored in the line of business system for each service.

A D365 CS Portal for Citizen Services was also deployed previously. This portal contains the public facing Waste forms, as deployed through IT Transformation Programmes engagement through Microsoft and Hitachi. These public facing forms integrate via Azure Integration Services to Bristol Waste Alloy (Bristol Waste's asset and case management system).

The contact information is extracted into Dynamics Access provider (DAP) and matched using the Civica (name of company) Master Data Management (MDM) tool to create a citizen view for Citizen Service advisors.

It should be noted that contacts are created either by direct telephone communication to a CSC advisor, creating the contacts manually (e.g., in the CSP) or by citizens supplying their contact information online using Azure AD (database infrastructure) B2C integrated to D365 CE contact. **This is already in place and will not impact service users.**

Microsoft Dynamics has been in use in Citizen Services since 2019/20 with no reported issues with the various assistive technology products used by disabled staff. We do not perceive there to be an impact on staff or service users, and will put measures in place to ensure there are no adverse effects on Disabled colleagues.

## 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> Tim Borrett, Director: Policy, Strategy and Digital
Date: 1/9/2023	Date: 18/9/2023

<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.



# Environmental Impact Assessment [version 1.0]

<b>Proposal title: Re-procurement of Microsoft Dynamics Contract 2024-2029</b>		
<b>Project stage and type:</b> <input type="checkbox"/> Initial Idea Mandate <input type="checkbox"/> Outline Business Case <input type="checkbox"/> Full Business Case		
<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
<b>Directorate: Resources</b>		<b>Lead Officer name: Rizwan Tariq</b>
<b>Service Area: Citizen Services</b>		<b>Lead Officer role: Head of Citizen Services</b>

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

The purpose of this Environmental Impact Assessment is to help you develop your proposal in a way that is compliant with the council’s policies and supports the council’s strategic objectives under the [One City Climate Strategy](#), the [One City Ecological Emergency Strategy](#) and the latest [Corporate Strategy](#).

This assessment should be started at the beginning of the project proposal process by someone with a good knowledge of the project, the service area that will deliver it, and sufficient influence over the proposal to make changes as needed.

It is good practice to take a team approach to completing the Environmental Impact Assessment. See further [guidance](#) on completing this document. Please email [environmental.performance@bristol.gov.uk](mailto:environmental.performance@bristol.gov.uk) 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. Please use plain English, avoiding jargon and acronyms.

The proposal is to retender the Microsoft Dynamics system so that it can be continued to be used by staff within Citizen Services and selected service area (back office) teams where citizen contact is handled through the Citizen Service Centre and Citizen Service Point.

Microsoft Dynamics is needed to ensure that Bristol City Council staff can access customer records from one place as opposed to numerous lines of business systems and databases. For the period April 2022 to March 2023, Citizen Services received 920,927 enquires through telephone, web, face to face and email, records were either added or accessed by advisors at first point of contact for each contact made by service users. Without this system, advisors will now be able to provide a holistic service to service users leading to silo working.

The original Microsoft Dynamics implementation was through the Digital Transformation Programme, retendering and putting in place a new contract for Microsoft Dynamics will allow the Citizen Services to continue delivering front line services.

### 1.2 Will the proposal have an environmental impact?

Could the proposal have either a positive or negative effects for the environment now or in the future? If ‘No’ explain why you are sure there will be no environmental impact, then skip steps 2-3 and request review by sending this form to [environmental.performance@bristol.gov.uk](mailto:environmental.performance@bristol.gov.uk)

If ‘Yes’ complete the rest of this assessment.

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



The retender of the system will allow the service to continue delivering front line services. There is no obvious impact on the environment by continuing to use the system.

**1.3 If the proposal is part of an options appraisal, has the environmental impact of each option been assessed and included in the recommendation-making process?**

If 'Yes' please ensure that the details of the environmental impacts of each option are made clear in the pros and cons section of the [project management options appraisal document](#).

Yes       No       Not applicable      [please select]

If 'No' explain why environmental impacts have not been considered as part of the options appraisal process.

**Step 2: What kinds of environmental impacts might the project have?**

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. See detailed [guidance documents](#) for advice on identifying potential impacts.

**Does the proposal create any benefits for the environment, or have any adverse impacts?**

Outline any potential benefits of the proposal and how they can be maximised. Identify how the proposal will support our corporate environmental objectives and the wider [One City Climate and Ecological Emergency strategies](#).

Consider how the proposal creates environmental impacts in the following categories, both now and in the future. **Reasonable efforts should be made to quantify stated benefit or adverse impacts wherever possible.**

Where the proposal is likely to have a beneficial impact, consider what actions would enhance those impacts. Where the proposal is likely to have a harmful impact, consider whether actions would mitigate these impacts.

Enhancements or mitigation actions are only required when there is a likely impact identified. Remember that where enhancements or mitigation actions are listed, they should be assigned to staff and appropriately resourced.

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many categories)		
There is a separate proposal to reprocure the Microsoft Azure cloud hosting arrangement going for approval at the same cabinet meeting. Combining these proposals was considered, but there were benefits in keeping them separate. Joint procurement of these services was also considered, but it is unlikely to reduce procurement costs, so will be done separately.		
<b>ENV1 Carbon neutral: Emissions of climate changing gases</b>	<b>Benefits</b>	Microsoft services are carbon neutral through the use of carbon offsets. They have pledged to be carbon negative by 2030 and to have removed all their historical carbon emissions by 2050: <a href="#">Microsoft will be carbon negative by 2030 - The Official Microsoft Blog</a>
BCC has committed to achieving net zero emissions for its direct activities by 2025, and to support the city		

<p>in achieving net zero by 2030.</p> <p>Will the proposal involve transport, or the use of energy in buildings? Will the proposal involve the purchase of goods or services? If the answer is yes to either of these questions, there will be a carbon impact.</p> <p>Consider the scale and timeframe of the impact, particularly if the proposal will lead to ongoing emissions beyond the 2025 and 2030 target dates.</p> <p><a href="#">Further guidance</a></p> <p><input type="checkbox"/> <b>No impact</b></p>	<p><b>Enhancing actions</b></p>	<p>To ensure that Microsoft are continuing to make progress in becoming carbon negative, the Emissions Impact Dashboard plug-in will be used for both the Microsoft Azure and Microsoft Dynamics services (if both are used following retendering) and will be made available to the Sustainable City and Climate Change Service for reporting. This will show emissions without counting offsets, which will give a better idea of the efficiency of these services. Offsets are overheads that will form part of charges to customers, so progress to reduce the need for offsets to achieve carbon neutrality will reduce future costs.</p>
	<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input checked="" type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years</p>	
	<p><b>Adverse impacts</b></p>	
	<p><b>Mitigating actions</b></p>	
<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years</p>		
<p><b>ENV2 Ecological recovery: Wildlife and habitats</b></p> <p>BCC has committed to 30% of its land being managed for nature and to halve its use of pesticides by 2030.</p> <p>Consider how your proposal can support increased space for nature, reduced use of pesticides, reduce pollution to waterways, and reduce consumption of products that undermine ecosystems around the world.</p> <p>If your proposal will directly lead to a reduction in habitat within Bristol, then consider how your proposed mitigation can lead to a biodiversity net gain. Be sure to refer to quantifiable changes wherever possible.</p> <p><a href="#">Further guidance</a></p> <p><input checked="" type="checkbox"/> <b>No impact</b></p>	<p><b>Benefits</b></p>	
	<p><b>Enhancing actions</b></p>	
	<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years</p>	
	<p><b>Adverse impacts</b></p>	
<p><b>Mitigating actions</b></p>		
<p>Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years</p>		

<p><b>ENV3 A cleaner, low-waste city: Consumption of resources and generation of waste</b></p> <p>Consider what resources will be used as a result of the proposal, how they can be minimised or swapped for less impactful ones, where they will be sourced from, and what will happen to any waste generated</p> <p><a href="#">Further guidance</a></p> <p><input checked="" type="checkbox"/> <b>No impact</b></p>	Benefits	
	Enhancing actions	
	Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years	
	Adverse impacts	
	Mitigating actions	
Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years		
<p><b>ENV4 Climate resilience: Bristol's resilience to the effects of climate change</b></p> <p>Bristol's climate is already changing, and increasingly frequent instances of extreme weather will become more likely over time.</p> <p>Consider how the proposal will perform during periods of extreme weather (particularly heat and flooding).</p> <p>Consider if the proposal will reduce or increase risk to people and assets during extreme weather events.</p> <p><a href="#">Further guidance</a></p> <p><input checked="" type="checkbox"/> <b>No impact</b></p>	Benefits	
	Enhancing actions	
	Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years	
	Adverse impacts	
	Mitigating actions	
Persistence of effects: <input type="checkbox"/> 1 year or less <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 5+ years		

<p><b>Statutory duty:</b> <b>Prevention of Pollution to air, water, or land</b></p> <p>Consider how the proposal will change the likelihood of pollution occurring to air, water, or land and what steps will be taken to prevent pollution occurring.</p> <p><a href="#">Further guidance</a></p> <p><input checked="" type="checkbox"/> <b>No impact</b></p>	<b>Benefits</b>	
	<b>Enhancing actions</b>	
	<b>Persistence of effects:</b> <input type="checkbox"/> <b>1 year or less</b> <input type="checkbox"/> <b>1 – 5 years</b> <input type="checkbox"/> <b>5+ years</b>	
	<b>Adverse impacts</b>	
	<b>Mitigating actions</b>	
<b>Persistence of effects:</b> <input type="checkbox"/> <b>1 year or less</b> <input type="checkbox"/> <b>1 – 5 years</b> <input type="checkbox"/> <b>5+ years</b>		

**Step 3: Action Plan**

Use this section summarise and assign responsibility for any actions you have identified to improve data, enhance beneficial, or mitigate negative impacts. Actions identified in section two can be grouped together if named responsibility is under the same person.

This action plan should be updated at each stage of the project. Please be aware that the Sustainable City and Climate Change Service may use this action plan as an audit checklist during the project’s implementation or operation.

<b>Enhancing / mitigating action required</b>	<b>Responsible Officer</b>	<b>Timescale</b>
Microsoft’s Power BI Emissions Impact Dashboard will be used to assess the improving efficiency of their and making this available to the Sustainable City and Climate Change Service for emissions reporting.	Paul Day	Six months from the start of the Microsoft Azure contract.

**Step 4: Review**

The Sustainable City and Climate Change Service need at least five working days to comment and feedback on your impact assessment. Assessments should only be marked as reviewed when they provide sufficient information for decision-makers on the environmental impact of the proposal.

Please seek feedback and review by emailing [environmental.performance@bristol.gov.uk](mailto:environmental.performance@bristol.gov.uk) before final submission of your decision pathway documentation<sup>1</sup>.

Where impacts identified in this assessment are deemed significant, they will be summarised here by the Sustainable City and Climate Change Service and must be included in the 'evidence base' section of the decision pathway cover sheet.

<b>Summary of significant beneficial impacts and opportunities to support the Climate, Ecological and Corporate Strategies (ENV1,2,3,4):</b>
--

The most significant benefits are from replacing the greenhouse gas emissions and waste from council datacentres with hosting services from a carbon neutral organisation with ambitions to become zero waste and carbon negative by 2030.
--

<b>Summary of significant adverse impacts and how they can be mitigated:</b>
--

None.
-------

<b>Environmental Performance Team Reviewer:</b> Giles Liddell, Project Manager - Environmental
---

<b>Submitting author:</b> Rizwan Tariq – Head of Citizen Services
--

<b>Date:</b> 25/08/2023
----------------------------

<b>Date:</b> 24/08/2023
----------------------------

---

<sup>1</sup> Review by the Sustainable City and Climate Change Service confirms there is sufficient analysis for decision makers to consider the likely environmental impacts at this stage. This does not constitute an endorsement or approval of the proposal.

# Decision Pathway – Report

---

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 07 November 2023

<b>TITLE</b>	Corporate Catering Review Project		
<b>Ward(s)</b>	City Wide		
<b>Author:</b> David Martin	<b>Job title:</b> Director – Property, Assets & Infrastructure		
<b>Cabinet lead:</b> Cllr Craig Cheney - Designated Deputy Mayor with responsibility for Finance, Governance & Performance	<b>Executive Director lead:</b> Interim Executive Director Growth and Regeneration John Smith		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b> To update Cabinet in relation to contracts which have been extended, and to inform Cabinet of the services / functions in scope of the review, and the emerging plan.			
<b>Evidence Base:</b>			
<b>The as-is situation</b>			
<ol style="list-style-type: none"> <li>1. In <a href="#">June Cabinet</a> provided collective approval across the four transformation programmes including for the Property Programme under which this project is to be delivered. In particular, Cabinet: <ul style="list-style-type: none"> <li>○ <a href="#">Decision 11</a>. Authorised Executive Director – Growth &amp; Regeneration in consultation with Cabinet member for responsibility for Finance, Governance &amp; Performance, and the Director of Finance (S151 Officer) to take all steps required to extend (or recontract) for all/any café/catering/food supplies contracts within the provision of existing budgets in short term whilst strategic review and procurement is underway to maintain stability.</li> <li>○ <a href="#">Decision 12</a>. Authorised the Executive Director – Growth &amp; Regeneration and the Director of Finance (S151 Officer) in consultation with Cabinet member for responsibility for Finance, Governance &amp; Performance to approve the business cases related to the catering contracts and changes to service delivery models.</li> <li>○ <a href="#">Decision 13</a>. Authorised the Executive Director – Growth &amp; Regeneration in consultation with Cabinet member for responsibility for Finance, Governance &amp; Performance, and Director of Finance (S151 Officer) to take all steps required to implement a centralised approach to food/café/catering provision including procuring and awarding contracts over the key decision threshold before end of the FY 23/24 (subject to presentation and approval of business case), and</li> <li>○ <a href="#">Decision 14</a>. Noted that a further report will be brought back to Cabinet for information by no later than October 2023 to (a) inform Cabinet of details of the contracts extended or direct awarded (in relation to decision 11), and (b) inform Cabinet of the plans and scope of the proposal (in relation to decision 12 and 13).</li> <li>○ <a href="#">Decision 15</a>. Authorised the Executive Director: Growth &amp; Regeneration , in consultation with the Deputy Mayor for Finance, Governance and Performance, Director: Finance and Director: Legal &amp; Democratic Services to take all steps required to negotiate the terms of and enter into all necessary</li> </ul> </li> </ol>			

legal agreements to move to a partnership model for the delivery of parks cafes, which may include the transfer of employees to third party provider(s)

2. In July the Programme Board duly approved the Project Mandate and the development of the Outline Business Case

### **Project Overview**

3. BCC has several wide-ranging services which relate to food, catering and events. Some of these are a core part of service provision (e.g. Community Meals, or School Milk), whereas others are intended to enhance the service offer and generate a commercial income (e.g. Cafes in Parks, cafes and conferencing in Museums and event spaces and café in City Hall).
4. At present there is no single consistent delivery model used. For example, Parks Cafes deliver via an in-house model in contrast to other parts of the Council such as the Cash Hall café, Central Library, and Museums cafes which have contracted food provision services out.
5. Although some join up has already occurred, there are still numerous separate contracts in place, with these being procured, negotiated and managed separately by different services with different terms and commercial arrangements. At the point of Mandate approval, a number of contracts were being considered for extension or required extension or replacement imminently.
6. It is likely there are roles doing similar activities in different parts of the Council where a more joined-up approach will realise efficiencies. Calculation of finances (profit/loss) also differs making it hard to compare and evaluate performance.
7. There are limited commercial expertise /capabilities within the Council and roles don't have dedicated time to maximise commercial income and promote the spaces the Council has available – often work is conducted alongside the 'day job', rather than as the priority. Ultimately this inhibits potential income.
8. Diminishing budgets, rising costs, and lack of ongoing capital investment availability make maintaining separate operations, particularly those run in-house, much more difficult, and a fundamental change in approach is now required.

### **Benefits and risks of moving towards a partnership model**

9. Building a partnership arrangement will achieve several anticipated benefits, however there are also risks to mitigate and manage.
10. Benefits
  - a. Access to more specialist hospitality expertise that can better meet local needs and understand market trends, to maximise experience and value for customers.
  - b. Reduced direct costs, providing better value for money (and more flexibility) for taxpayers.
  - c. Supports Bristol Council's corporate strategy ambition to move to a less complex, simplified Council.
  - d. Reduced support and effort required from wider support services (HR, IT, Finance, procurement etc).
  - e. Management time freed up to focus on core service delivery.
  - f. External hospitality providers are likely to have more flexibility to:
    - invest capital and develop the business to support continued /expanded return;
    - respond and adapt more quickly to changing market demands to reduce costs more quickly where necessary;
    - take advantage of opportunities as they arise, as well as respond to changing service

- needs/demands to maximise income opportunities;
- implement appropriate staffing arrangements that best meet needs of the business (which is more difficult to navigate as an in-house provider).

11. Risks to manage:

- a. Current hospitality sector/market which is constrained post-Covid.
- b. Availability of viable suppliers who can deliver the financial, environmental, public health and social value benefits BCC wants to achieve now and in the future.
- c. Fit of the supplier/s in terms of commitment to BCC social values regarding, for example, climate change, buying locally, using local suppliers, buying sustainably etc.
- d. Reduced control over service provision.
- e. Appropriate provision of time to manage contracts and accounts successfully: Contract and supplier relationship management will need to be costed.

**What is being undertaken?**

12. A project team has been funded to work with all services with food and catering related contracts and in-house services to develop a future model and associated specification to go to tender for a more combined contracted arrangement. This may result in a single catering partner, or multiple depending on the model chosen and route to market selected.
13. The work is being led by the Corporate Landlord function to ensure the approach and supplier(s) procured is/are focused on the core principle of maximising use of Council assets across the estate, whilst taking account of specific service needs. This includes centralising associated budgets and ensuring a fit for purpose supplier relationship management/contract management model is in place.
14. A specification is being developed to secure a contract for the delivery of Parks cafes, and potentially other food-related services (See scope below) with the expectation of transitioning to a new contracted arrangement/ arrangements. This will include a process of engagement and consultation with affected internal staff in accordance with HR protocol.
15. Decisions will be subject to a business case being presented to the Property Programme Board to ensure new approach is fit for purpose and fully justified.

**Contract Extensions**

16. When the Mandate was approved there was also a need to secure interim contractual arrangements to ensure these services can continue to operate and remain stable whilst the cross-council contract/s are agreed and tendered.
17. The following contracts have been extended:

Supplier	Domain	Duration	Max Value
Parsnip & Mash	Fully managed Civic Events (Lord Mayor's Mansion House/ City Hall/ Pavilion)	01/01/2024 – 30/06/2025 + 6 mths if necessary.	£200K
Café Gusto Ltd	Cafes at Cash Hall, Library and Create Centre	01/01/2024 – 30/06/2025 + 6 mths if necessary.	£262.5K
Pegasus	City Hall / Temple Street low volume catering (Meetings etc)	01/01/2024 – 30/06/2025 + 6 mths if necessary.	£100K
Levy Restaurants	MShed/ BMAG catering and hire	01/11/2023 – 30/04/2025 + 6 mths if necessary.	£3m



--	--	--	--

Notice periods in all contracts can be exercised should we be in a position to effect the transition to a new provider sooner than expected / depending on the preferred take-on approach of the new provider/s. Provider preferences for the take-on / implementation approach are to be explored as part of Soft Market Testing currently scheduled to take place from 17 October.

#### **Scope of contracts to be covered in go-to-market**

18. The work has been divided into two separate sections: Scope A – the procurement/ tender exercise, and Scope B – the new management mode for contract management.
  
19. Under Scope A, the following are included:
  - a. Bristol Museum and Café, MShed, Central Library Café, City Hall (Cash Hall) Café, Create Centre Café, and the 9 Parks Cafés
  - b. Catered Events/ Functions across the entire BCC Estate including but not limited to the Pavilion, City Hall, Lord Mayors Mansion House, Museum sites and so on.
  - c. Room booking / hire for commercial reasons e.g. library spaces, meeting rooms in City Hall, etc
  - d. Future potential inclusion of additional offerings including, for example on the MShed Rooftop and catering provision at other in-house sites.
  - e. In discussion with the various Stakeholders, we have refined the arguments for removing Redfield Lodge and the ASC Cafes from Scope A on the basis of complexity, the need for specialised provision by limited providers, little or no opportunity for increased revenue or profit, and the possibility of significant negative consequences in the event of service failure.
  - f. School Meal provision could potentially be included later, however the current School Meals contract runs to Oct '25 with extension to Oct '26, and we will interrogate whether the same arguments for exclusion apply.
  - g. There remains a possibility that additional food-related provision required for other services could potentially be integrated at a later date as the current contracts and arrangements fall due.
  
20. The need and ability to accelerate the transition of the Parks Cafés has lead to this being ringfenced as a separate procurement activity. (Scope A1) This will enable us to adopt a partnership in this area to support income growth and will result in the TUPE transfer of BCC staff to a provider.

The separation of this element allows us to focus on delivering it in advance of the other work preventing a long, drawn-out process for the staff involved, as well as enabling a targeted procurement which can factor in specific community focused offers. We will, however, be exploring whether a Parks Cafe partnership could subsequently be extended to include the other requirements or whether it would be better to contract for the remainder (Scope A2) separately as part of the Outline Business Case.
  
21. The scope for a centralised One City approach will be developed and returned to Cabinet.

#### **Emerging Plan**

22. The indicative earliest expected timeline is shown below.

##### **Parks Cafes**

- Obtain OBC Approval at Programme Board – 6 December
- Develop detailed specification (Parks Cafés) – November 2023
- Tender period - 18 Dec 2023 to 9 Feb 2024
- FBC approval – 2 Feb 2024
- Post tender processes - to 29 March 2024
- Award and standstill – April 2024
- Contract readiness - April 2024
- TUPE processes – April to June 2024

- Contract commencement and Staff Transfer - July 2024 (Earliest estimate)

*Timeline for Scope A2 Scope B still being developed. Best Case Estimate below.*

*Scope A2 - Event/Function/ in-premises catering/ venue hire requirements*

- *Develop detailed specification – 12 April 2024*
- *Tender – 15 Apr to 14 June 2024*
- *Obtain FBC approval – 6 June 2024*
- *Post tender processes – to 9 August 2024*
- *Award and standstill – 6 September 2024*
- *Contract May 2024 – 13 September 2024*

**Cabinet Member / Officer Recommendations:**

That Cabinet:

1. Notes the contracts which have been extended as set out in this report.
2. Endorses the latest timeline, plans and scope of the work as outlined in this report, including:
  - a. The timeline for Parks Café solution with new contact awarding April 2024
  - b. The timeline for Events/Functions/In-premises catering / venue hire with new contracts commencing September 2024

**Corporate Strategy alignment:**

This work aligns to the corporate strategy in the following ways:

Alignment to Council themes:

- *Theme 7 -Effective development organisation - ED02 One Council / ED05 Good Governance - BCC is larger than most of its counterparts and it is not always efficient or effective. This work will help reduce the size of non-core service delivery and maximise efficiency / consistency of our food / catering processes and contracts and ensure these are managed effectively to maximise value for money and enable these services to be more flexible/adaptable and resilient.*

Alignment to Council building blocks:

- Development and delivery by working in partnership with best suited supplier(s) to deliver quality services
- Environmental sustainability by using the procurement process to maximise our positive environmental impacts and mitigate negative ones
- Equality and inclusion by ensuring our food/beverage offer meets the needs of Bristol’s diverse communities
- World Class Employment by ensuring our partner offers the highest levels and standards of employment providing Real Living Wage as standard and ensure the workforce reflects the population

**City Benefits:**

- Ensures continued viable provision of food/catering /conferences/events to the public at competitive prices at various central locations for citizens
- The ability to maintain business operations to generate revenue assists BCC to meet financial targets and fund the relevant services

- Ensures all Food & Beverage arrangements align to the environmental, public health, social value commitments and policy including those set out in the One City Food Equality Strategy and the emerging One City Good Food Framework.
- Ensures value for money from Council tax-payer funds by taking a joined-up approach
- Keeping the cafes open will enhance the experience of the visiting public to key destinations sites M-shed, BMAG, Create Centre, Bristol Archives and the Central Library whilst generating income for Bristol City Council.
- The cafés within City Hall and Create will give the staff and their visitors somewhere to meet within the building in a relaxed atmosphere which will improve their performance giving the citizens of Bristol a better service.
- Continuing catered functions, conferences and events produces valuable income for the Council as well as providing an offer to organisations and business and the public wishing to make sure of the spaces. This can also help build Bristol’s reputation and culture and bring visitors.

**Consultation Details:**

None

**Background Documents:**

Generic:

[Corporate Strategy 2022-27 \(bristol.gov.uk\)](http://bristol.gov.uk)

Catering specific:

- [July 2023 – Cabinet – Concessions Contracts](#)
- [June 2023 – Cabinet – Property Programme](#)
- [Jan 2023 – Cabinet – Meals Services and Supplies](#)
- [Aug 2022 -OED – Museum sites 12 month extension](#)
- [July 2022 – Cabinet – Events and Conference Catering Contracts](#)
- [May 2022 – Cabinet - Conferencing, Events and Catering contract for Museum Sites](#)
- [May 2019 – Cabinet – Cross Council catering and concession contracts](#)
- [March 2018 – Good food standards for procurement of food and catering services](#)

<b>Revenue Cost</b>	n/a	<b>Source of Revenue Funding</b>	- <b>Ongoing</b> - Various – current funding sources services specific  - <b>One off</b> projects costs – covered within agreed funding <a href="#">June 2023 – Cabinet – Property Programme</a>
<b>Capital Cost</b>	n/a	<b>Source of Capital Funding</b>	n/a
<b>One off cost</b> <input 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:**

The report asks cabinet to note that the extension the contracts listed below. This extension is in accordance with Cabinet’s previous decision to permit such extensions in short term subject to these being let within the provision of existing budgets. The following contracts have been extended. Over the period of the extension, including the additional 6 months, these contracts have a maximum potential income of **£3.563m** as per the potential trading

activity assumed in the contracts or an annual total of £1.781m.

However, the actual amount of income received last year was £0.665m and the amount expected in the current financial year is £0.725m. This compares favourably with the income assumed in 2023/24 approved budget for these contracts of £0.713m. The income for the next financial year is expected to be broadly in line with the 23/34 estimates expect for a potential modest increase in activity and prices rising largely in line with inflation.

Supplier	Domain	Maximum Potential Contract Value p.a. £'m	Actual Income Achieved in 22/23 £'m	Estimated Income Forecast in 23/24 £'m	Budgeted Income Approved for 23/24 £'m
Parsnip & Mash	Fully managed Civic Events (Lord Mayor's Mansion House/ City Hall/ Pavilion)	£0.100	£0.081	£0.085	£0.065
Café Gusto Ltd	Cafes at Cash Hall, Library and Create Centre	£0.131	£0.029	£0.017	£0.025
Pegasus	City Hall / Temple Street low volume catering (Meetings etc)	£0.050	£0.012	£0.005	£0.005
Levy Restaurants	MShed/ BMAG catering and hire	£1.500	£0.543	£0.618	£0.618
<b>TOTAL</b>		<b>£1.781</b>	<b>£0.665</b>	<b>£0.725</b>	<b>£0.713</b>

**Finance Business Partner: George Grant, Interim Principal Accountant, 30 October 2023**

**2. Legal Advice:**

There are no specific legal implications arising from this report as it provides information for Cabinet to note in relation to the review of corporate catering.

**Legal Team Leader: Husinara Jones, Team Manager/Solicitor 18 October 2023**

**3. Implications on IT:**

The Corporate Catering Review have engaged with the Enterprise Architecture team to discover the IT landscape. As a business case develops it should consider this discovery and how this relates to any future contract and how this changes the status quo; for example, the potential costs of decommissioning current Line of Business Systems and secure, legal arrangements for transferring data to a future supplier. It is likely the council would retain levels of accountability for services without directly controlling them, so it is important that any procurement clearly sets expectations and needs for suppliers around issues such as data and cyber security standards, interoperability with necessary council systems and similar considerations.

Should there be any future transfer of staff, IT processes for leavers should be followed and any savings in corporate system licensing costs (e.g. M365) will be returned to the central IT budget.

**IT Team Leader: Alex Simpson, Lead Enterprise Architect, 19 October 2023**

**4. HR Advice:**

The proposal to develop a partnership delivery model for catering aligns to the corporate strategy of creating a simplified Council. As this is a cross-cutting proposal, the project should review HR implications for BCC staff who provide in-house catering services, as well as those who are involved in delivery through external providers, with professional HR advice. The Parks Café Solution will be accelerated. The move to a partnership model for the delivery of parks cafes is likely to include the transfer of employees to third party provider, under TUPE regulations. The Council will consult any staff that are in scope, in line with its HR Management of Change Policy and TUPE Guidance.

**HR Partner: Celia Williams, HR Business Partner 24 October 2023**

<b>EDM Sign-off</b>	John Smith - Interim Executive Director Growth and Regeneration	4 October 2023 (Corporate Property)
---------------------	---	--

		Programme Board)
<b>Cabinet Member sign-off</b>	Cllr Craig Cheney - Designated Deputy Mayor with responsibility for Finance, Governance & Performance	14 August 2023
<b>Mayor's Office sign-off</b>	Mayor's Office	30 October 2023

<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 – <a href="#">Equalities screening / impact assessment of proposal</a></b> As long as the intention still stands that a full EQIA will be conducted prior to implementation, I can confirm that the comments on the EQIA are still valid. <b>Grace Biddulph</b> , Equality and Inclusion Delivery Manager, 19 October 2023	<b>YES</b>
<b>Appendix F – <a href="#">Eco-impact screening/ impact assessment of proposal</a></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>

# Equality Impact Assessment [version 2.12]



Title: Corporate Catering Review	
<input type="checkbox"/> Policy <input checked="" type="checkbox"/> Strategy <input checked="" type="checkbox"/> Function <input 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: Growth and Regeneration	Lead Officer name: Ellen Hitchins
Service Area: Property and Infrastructure	Lead Officer role: Workplace Support 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 \(EqIA\) \(sharepoint.com\)](http://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 approval to conduct a review to assess the feasibility of developing and implementing a centralised, cross-council approach to cafes, catering and food supplies (which could include moving to a partnership model), and delegate approvals to procure and implement the required contracts to support this activity if this approach is found to be viable.
---

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

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

No significant negative impacts have been identified from this current proposal which is limited in scope to seeking approval to begin the review process and to extend current contracts for a limited time period.

As part of the project and prior to implementation a full Equality Impact Assessment will be undertaken to consider potential impacts for e.g. any BCC employees, as well as for providers and service users, and to ensure that any future solution meets the diverse cultural and culinary needs of the customer base who will be using the services provided. For this we will need to know the equality groups who use the venues and up to date customer satisfaction surveys.

## 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>  Director, Property, Assets and Infrastructure
Date: 14/4/2023	Date: 14/04/23

<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: Corporate Catering review</b>				
<b>Report author: Ellen Hitchins</b>				
<b>Anticipated date of key decision 2 May 2023</b>				
<p><b>Summary of proposals:</b>          To seek approval to the principle of a centralised, cross-council approach to cafes, catering and food supplies (which could include moving to a partnership model), and delegate approvals to procure and implement the required contracts to support this ambition.</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	-ive	There will be emissions arising from the production, supply and preparation of food.	<p>Part of the existing and future contracts are in line with BCC's Good Food Catering Procurement which sets out various requirements that reduce carbon emissions such as lowering food miles, reducing meat, and championing local producers wherever possible.</p> <p>The proposed project team will consider the provision of low carbon food provision (locally sourced and plant based as primary criteria) within the assessment phase of the existing contract arrangements. The findings of this will be used as a baseline for improvement in the new contract arrangements.</p> <p>During the development of tender specifications, the project team will ensure that emphasis is placed on the need for applicants to ensure that the sourcing of produce and the food offering at</p>



				<p>each concession is primarily of low carbon options; the primary criteria for this being locally sourced and plant-based produce (aiming for at least 85% of provision to meet these criteria is recommended).</p> <p>Specifications should also include that where animal-based products are offered there is a preference for lower carbon choices such as chicken over beef.</p>
Bristol's resilience to the effects of climate change?	No			
Consumption of non-renewable resources?	No			
Production, recycling or disposal of waste			<p>There will be waste associated with delivery of catering via the proposed contract.</p>	<p>Recycling and plastic free initiatives are currently in place.</p> <p>Part of the existing and future contracts are in line with BCC's Good Food Catering Procurement which requires that an annually reviewed clear plan for reducing and minimising the environmental impact of food waste and associated waste from food packaging/disposables must be implemented and communicated to the public. These aspects will be retained as a minimum requirement under the new contract and tender specifications will include preferential scoring for providers that can ensure that no disposable plastics are used at any concession</p>

				<p>and that proactive waste reduction plans are included in the bids.</p> <p>Cafes are also registered refill points to help reduce plastic from water consumption, this provision will be retained and further promoted via specifications in the new contract tender.</p>
The appearance of the city?	Yes	+ive	Specifications in the new contract should result in reduced occurrence of litter in public spaces.	
Pollution to land, water, or air?	Yes	+ive	Specifications in the new contract should result in reduced occurrence of litter in public spaces.	
Wildlife and habitats?	Yes	+ive	Specifications in the new contract should result in reduced occurrence of litter in public spaces.	
<b>Consulted with:</b>				
<b>Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u></b>				
<p>The significant impact of this proposal is the opportunity it provides to achieve improved environmental outcomes associated with the provision of food and drinks in council locations throughout the city. The opportunities are primarily around reducing carbon associated with provision of food by specifying that locally sourced and plant-based produce makes up the majority of the offering in all council owned concessions (aiming for at least 85% of provision/offering to meet these criteria is recommended). Furthermore there is an opportunity to significantly drive down the production of waste and end the use of single use plastics at these concessions, again through the design of tender specification.</p> <p>The proposals will ensure that the criteria above form part of the tender specification writing and scoring criteria.</p> <p>The net effects of the proposals will be positive if the mitigation measure detailed above are followed.</p>				
<b>Checklist completed by:Ellen Hitchins</b>				
Name:			Ellen Hitchins	

Dept.:	Property and Infrastructure
Extension:	
Date:	14/4/2023
Verified by Environmental Performance Team	Daniel Shelton 17.04.2023

# Decision Pathway – Report

---

**PURPOSE:** Key decision

**MEETING:** Cabinet

**MEETING DATE:** 7 November 2023

<b>TITLE</b>	<b>2023/24 P6 Finance Exception Report</b>		
<b>Ward(s)</b>	N/a		
<b>Author: Jemma Prince</b>		<b>Job title: Finance Business Partner – Financial Planning, Reporting and Strategy</b>	
<b>Cabinet Lead: Cllr Craig Cheney – Deputy Mayor and Cabinet Member for Finance, Governance and Performance</b>		<b>Director Lead: Denise Murray – Director of Finance</b>	
<b>Proposal origin:</b> Other			
<b>Decision maker: Cabinet Member</b>			
<b>Decision forum: Cabinet</b>			
<b>Purpose of Report:</b>			
<p>The Council budget for 2023/24 was agreed by Full Council 21 February 2023. This report provides information and analysis at Period 6 (September 2023 extrapolated) on the Council’s financial performance against the approved budget and forecast use of resources for the financial year.</p> <p>In addition, this report also serves as a mechanism for any finance approvals or adjustments that are required on the Council’s approved budget.</p>			
<b>Evidence Base:</b>			
<p>The 5 year budget was approved by Council in February 2023.</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 options 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.</p> <p>The Council’s overall annual revenue spend is managed and monitored across a number of areas and at Period 6, the forecast financial outturn for 2023/24 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 £11.7m, 2.4%, on the approved budget of £483.5m. This predominantly reflects the net £11.5m emerging pressure in Children and Education reported since Period 4 and for the mitigation of which funds have been identified across the council and transferred to an earmarked reserve where they are currently held in abeyance.</li> <li>◦ The General Fund savings programme for 2023/24 agreed by Council and included in the General fund budget above is £26.2m (23/24 savings £16.2m and £10.0m carried forward from prior years still requiring delivery). In addition to this £26.2m, there are an additional net £9.3m of savings undelivered at 2022/23’s full year outturn and £2.0m of additional savings activity approved since the start of 2023/24 so that a total £37.5m savings are being tracked in the current financial year. Currently £7.6m (20%) of these £37.5m savings are reported as being at risk.</li> </ul> <p>A number of these savings delivery risks are captured in the forecast outturn above or in the directorate risk and opportunities logs; however, it should be noted that not all risks are formally acknowledged in the outturn and as such this represents an underlying additional risk.</p>			

### The Ring-fenced Accounts

- Housing Revenue Account (HRA) is forecasting an underspend of £0.8m (-0.6%) on the £137.4m approved gross expenditure budget. This represents a £4.4m improvement in forecast since P5/Q2. Details are provided at Section 5.2 and in Appendix A3).
- The Dedicated Schools Grant (DSG) revised budget, including amounts recouped by the Education and Skills Funding Agency for Academies, is £452.3m against which it is forecasting a £16.4m (3.6%) mitigated in-year deficit. This in-year forecast overspend, when combined with the prior year's carried forward deficit of £39.7m, brings the forecast total accumulated carried forward in to 2024/25 deficit £56.1m.
- The Public Health Grant allocation for 2023/24 is £35.7m and no variation is forecast.

### Capital Programme

- The Cabinet recommended Capital programme budget was £298.1m comprising £149.5m for General Fund, £15.3m for projects pending and £133.3m for the HRA. The latest revised total budget for 2023/24 is £286.7m reflecting a decrease since Q2/P5 of £80.0m in total (representing a reduction of £74.4m for HRA and General Fund and £5.6m for Corporate Pending/Contingency budget). This decrease in budget is primarily due to the re-profiling of budgets as reported in the Period 5/Q2 monitoring report and also as a result of recent Cabinet approvals and delegated decisions to the capital programme. Against the HRA and General Fund revised total budget of £286.7m, the General Fund is forecasting a £1.4m (0.5%) underspend and the HRA is forecasting a £1.5m (0.5%) underspend.

### 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 report. These risks, which present a net £1.1m, arise within Adult and Communities Directorate and Growth and Regeneration Directorate. Work continues to identify ways in which to mitigate these in full.

### Decisions to approve

- Appendix A2 sets out details of a £0.7m loan approval sought by Great Western Credit Union.
- Appendix A4 sets out details of approval sought to accept Sport England Swimming Pool Support Funding £1.0m grant if application is successful and approval to award contracts for expenditure of that funding.
- Appendix A5 sets out details of approval sought for the proposed redesignation of the Traded with School reserve of £0.250m to facilitate temporary support for LA Maintained Schools and nurseries in financial difficulty.

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

#### That Cabinet notes:

- The General Fund forecast £11.7m adverse outturn variance against the approved budget for 2023/24.
- The performance on delivery of savings (as summarised in Section 3).
- The General Fund additional net risk of £1.1m against which Executive Directors plan to mitigate in full (as summarised in Section 4).
- A forecast underspend of £0.8m within the HRA and that over- or under-spends that materialise on the HRA will be funded by a transfer from or to the HRA general reserve at the end of the financial year.
- A forecast in-year deficit of £16.4m accumulating to a total £56.1m carried forward deficit in the DSG for 2023/24.
- A breakeven position on Public Health services.
- A forecast £2.9m underspend against the revised Capital Programme's Budget (Section 6).
- The grant bid application to Sport England for swimming pool support funding
- The temporary funding sources totalling £1.1m to facilitate temporary support for LA Maintained Schools and nurseries in financial difficulty.

#### That Cabinet:

- Approves the Great Western Credit Union request to approve a loan from City Funds of £0.7m at a fixed

rate for 7 years (Section 7.1 and Appendix A2).

- Authorises the Executive Director, Adult and Communities, in consultation with the council's S151 Officer and the Deputy Mayor with responsibility for Finance, Governance and Performance's acceptance of the grant from Sport England for swimming pool support funding if successful and the procurement and contract award for expenditure of that funding.
- Approves the proposed redesignation of the Traded with School reserve of £0.250m to facilitate temporary support for LA Maintained Schools and nurseries in financial difficulty (Section 7.2 and Appendix A5).

**Corporate Strategy alignment:**

This report sets out progress against our budget, part acting in line with our organisational Theme of Effective Development Organisation, making 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:** N/a

<b>Revenue Cost</b>	See above	<b>Source of Revenue Funding</b>	N/A
<b>Capital Cost</b>	See above	<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:** The resource and financial implications are set out in the report.

**Finance Business Partner:** Jemma Prince, FBP – Financial Planning, Reporting & Strategy, 30 October 2023

**2. Legal Advice:** The report, including the detail set out in the Appendices, will assist Cabinet to monitor the budget position with a view to meeting the Council's legal obligation to deliver a balanced budget. Legal advice will be provided separately in relation to the decisions set out in the report and appendices as relevant.

**Legal Team Leader:** Nancy Rollason, Head of Legal Service, 30 October 2023

**3. Implications on IT:** Whilst the process of financial monitoring has no IT implications itself, the council continues to carry business continuity and cyber-security risks and the council's overall financial position (and its capacity for change management) makes it likely that this will continue in-year.

**IT Team Leader:** Tim Borrett, Director: Policy, Strategy and Digital, 24 October 2023

**4. HR Advice:** HR continues to advise and support those responsible for the achievement of approved savings and in-year mitigations. Any workforce changes are undertaken in line with the Council's Managing Change Policy.

**HR Partner:** James Brereton, Head of Human Resources, 24 October 2023

<b>EDM Sign-off</b>	All EDMs	18 October 2023
<b>Cabinet Member sign-off</b>	Councillor Cheney	24 October 2023
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	30 October 2023

<b>Appendix A – Further essential background (A-A4)</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

## Period 6 2023/24 - Finance Exception Report

### 1. REVENUE SUMMARY POSITION

- 1.1. This report relates to the Period 6 full year forecast for 2023/24 (September 2023 extrapolated). It is an exception report and as such is intended to focus on key financial issues for the Council including movements since Period 5/Quarter 2 as reported to October's Cabinet. It is not a full financial forecast for each division and no significant variances have been identified or accelerated by budget holders beyond those issues highlighted in this report.
- 1.2. 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 each 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 risks and opportunities for mitigation. Where these are considered undeliverable, or pressures cannot be contained across the directorate, the budget scrutiny process will be triggered so that a deep dive can be performed and where appropriate request may be made for the Executive to consider granting a supplementary estimate redirecting funds from an alternative source.
- 1.3. Following the forecast of an emerging pressure within Children and Education Directorate which is increasingly unlikely to be contained, mitigations have been identified across the council and transferred to a Corporate Earmarked Reserve to be held in abeyance until the projected overspends materialise. A supplementary estimate has been prepared to realign budget to meet the balance of Children and Education Directorate's spending requirements. This supplementary estimate is to be recommended to Full Council at the end of October 2023.

### 2. GENERAL FUND REVENUE POSITION

- 2.1. The assessment at Period 6 shows the Council's scheduled General Fund currently forecasting a risk adjusted overspend of £11.7m. This is a 2.4% adverse variance on the approved gross budget of £483.5m.
- 2.2. This forecast overspend is driven by material service pressures arising within the Children and Education directorate which equate to a 10.5% overspend on the directorate's revised budget of £110.0m.



**Table 1: P6 2023/24 Summary Full Year General Fund Revenue Forecast**

Period 6 - Summary	Approved budget	Revised Budget	P6 Forecast	Total Variance YTD P6	Total Variance %
	£000s	£000s	£000s	£000s	
<b>8 - Adult &amp; Communities</b>					
14 - Adult Social Care	155,990	171,388	171,388	0	0.0%
36 - Communities and Public Health - General Fund	5,853	5,944	5,944	0	0.0%
57 - Commissioning, Contracts Quality and Performance (Adults)	10,519	14,253	14,253	(0)	0.0%
<b>Total 8 - Adult &amp; Communities</b>	<b>172,362</b>	<b>191,585</b>	<b>191,585</b>	<b>0</b>	<b>0.0%</b>
<b>9 - Children &amp; Education</b>					
15 - Children and Families Services	89,051	88,241	95,773	7,532	8.5%
16 - Educational Improvement	21,644	21,762	25,778	4,015	18.5%
1B - Transformation - Our Families Programme	0	0	0	0	0.0%
<b>Total 9 - Children &amp; Education</b>	<b>110,695</b>	<b>110,003</b>	<b>121,551</b>	<b>11,548</b>	<b>10.5%</b>
<b>2 - Resources</b>					
21 - Policy, Strategy and Digital	21,008	20,517	20,516	(1)	0.0%
22 - Legal and Democratic Services	14,575	14,617	14,617	(0)	0.0%
24 - Finance	6,142	6,241	6,245	4	0.1%
25 - HR, Workplace & Organisational Design	3,155	2,790	2,790	0	0.0%
26 - Management - Resources	181	153	153	0	0.0%
<b>Total 2 - Resources</b>	<b>45,061</b>	<b>44,318</b>	<b>44,321</b>	<b>3</b>	<b>0.0%</b>
<b>4 - Growth &amp; Regeneration</b>					
37 - Housing & Landlord Services	20,559	20,955	20,954	(1)	0.0%
46 - Economy of Place	2,885	2,503	2,564	62	2.5%
47 - Management of Place	(1,890)	(2,470)	(2,467)	3	-0.1%
4A - Management - G&R	(170)	(675)	(675)	0	0.0%
4B - Property, Assets and Infrastructure	40,011	38,791	38,897	106	0.3%
<b>Total 4 - Growth &amp; Regeneration</b>	<b>61,395</b>	<b>59,104</b>	<b>59,274</b>	<b>170</b>	<b>0.3%</b>
<b>SERVICE NET EXPENDITURE</b>	<b>389,512</b>	<b>405,010</b>	<b>416,731</b>	<b>11,721</b>	<b>2.9%</b>
X2 - Levies	11,071	6,071	6,071	0	0.0%
X3 - Corporate Expenditure	49,634	26,562	26,562	0	0.0%
X4 - Capital Financing	23,866	21,933	21,933	(0)	0.0%
X6 - Year-end Transactions	0	12,320	12,320	0	0.0%
X9 - Corporate Allowances	9,440	11,627	11,627	(0)	0.0%
<b>Total Corporate</b>	<b>94,011</b>	<b>78,513</b>	<b>78,513</b>	<b>(0)</b>	<b>0.0%</b>
<b>TOTAL REVENUE NET EXPENDITURE</b>	<b>483,523</b>	<b>483,523</b>	<b>495,244</b>	<b>11,721</b>	<b>2.4%</b>

## 2.3. Adults, Communities and Public Health Directorate

### 2.3.1. Adult Social Care

Adult Social Care (ASC) is forecasting in line with budget.

2.3.2. However, the Adult purchasing budgets are under significant pressure in relation to the increasing number of people being supported and the cost of those care packages. A resulting pressure of £12.6m is partially offset by increases in contributions from those clients drawing on care and support services and by forecast underspends on both employee costs and other non-adult purchasing costs (net). These combine to total £6.4m.

2.3.3. Forecast savings and planned mitigations including those from the transformational work progressing with Peopletoo are expected to deliver £5.1m towards the offset of the £6.2m balance. There currently remains a £1.1m net pressure which the directorate continues to work towards mitigating.

## 2.4. Children and Education Directorate

2.4.1. There are a wide range of national and local challenges being experienced within the Children and Education directorate and the emerging risk, as reported at Quarter 2/Period 5, is now likely to materialise. Following the deep dive, review work is ongoing in the directorate to establish opportunities to manage and mitigate this pressure and the associated risk of further deterioration. Recognising the tension between service improvements and financial pressures, designing effective services with, and for, children and families; and efficiency of delivery and best value will improve as a result.

### 2.4.2. Children and Families

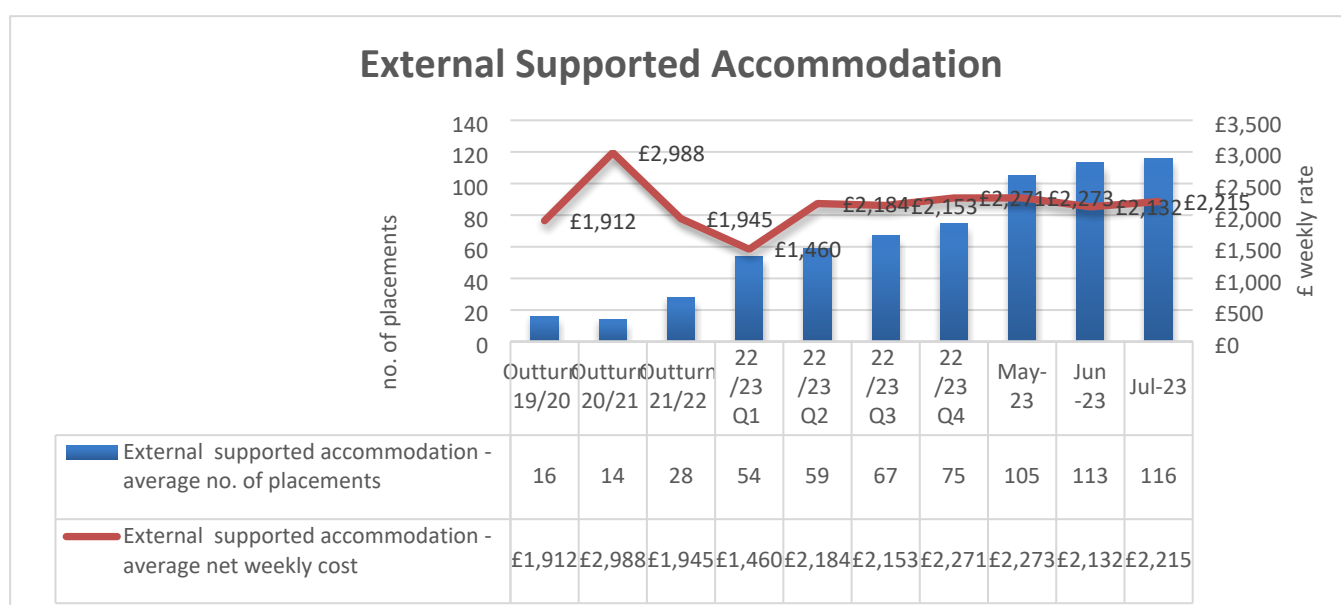
The Children and Families Service is forecasting a pressure of £7.5m (8.5%) on a revised budget of £88.2m. This pressure is predominantly due to the changing complexity and mix of social care placements. The tables below provide further detail on the forecast pressure and latest placement numbers and associated costs.

**Table 2: P6 2023/24 Children and Families Revenue Expenditure Forecast**

	Revised Budget 2023/24 £000s	P06 Forecast £000s	Variance £000s
<b>Placements</b>			
External Supported Accommodation	5,448	12,379	6,931
In House Fostering	6,606	6,124	(482)
Independent Fostering Agencies	6,775	7,293	518
Inhouse Supported Accommodation	99	25	(74)
RO & SGO	5,683	5,816	133
Out Of Authority - Placements	15,770	19,273	3,503
Parent & Baby Unit - Citywide	571	720	(149)

Secure	148	163	15
Children's Homes	4,092	3,517	(575)
Post Adoption	381	248	(133)
<b>Total placements</b>	<b>45,573</b>	<b>55,558</b>	<b>9,985</b>
Other non-placement related budgets	42,668	40,215	-2,543
<b>Total Children &amp; Families</b>	<b>88,241</b>	<b>95,773</b>	<b>7,532</b>

**Table 3: External Supported Accommodation – Placement and Costs**



**2.4.3. Educational Improvement**

The Educational Improvement Service is forecasting an adverse variance of £4.0m (18.5%) on a revised budget of £21.8m. This pressure continues to be as a result of the increasing number of children with Education Health and Care Plans (EHCPs) requiring transport to school and the growing number reliant on having to travel longer distances from home.

**2.5. Resources Directorate**

2.5.1. The Resources Directorate is currently reporting no material movement to the revised budget position of £44.3m. Emerging risks and opportunities to this budget position are captured on the risk and opportunities register. At present they are assessed to present no additional net risk.

## 2.6. Growth and Regeneration

2.6.1. The Growth and Regeneration Directorate is currently reporting negligible variance to the revised budget position of £59.1m. Emerging risks and opportunities to this budget position are captured on the risk and opportunities register. These currently net to £0.1m risk.

## 3. SAVINGS PROGRAMME – SUMMARY

**Table 4: Summary of Savings Delivery**

Directorate	Total Savings due in 23/24	Other approved changes	Savings with net cost in 23/24	Account for savings that were one-off only in 22/23	Rollover of undelivered savings from previous year	Net - savings as per Budget 23/24	2023/24 Savings reported as safe		2023/24 Savings reported as at risk	
							£m	£m	£m	%
Children & Education	3.5	-0.4	-0.4	0.0	-0.1	2.6	2.7	0.8	22%	
Adults	10.2	0.0	-0.6	0.0	-2.4	7.1	7.1	3.0	30%	
Resources (incl. Resources led cross-cutting savings)	10.0	-0.7	0.0	-0.2	-3.1	6.0	9.6	0.5	5%	
Growth and Regeneration (incl. G&R led cross cutting savings)	13.8	-0.9	0.0	-0.2	-2.2	10.5	10.4	3.3	24%	
<b>Total</b>	<b>37.5</b>	<b>-2.0</b>	<b>-1.1</b>	<b>-0.4</b>	<b>-7.8</b>	<b>26.2</b>	<b>29.8</b>	<b>7.6</b>	<b>20%</b>	

3.1. The General Fund savings programme for 2023/24 agreed by Council and included in the budget was £26.2m (comprising 23/24 savings £16.2m; and £10.0m carried forward from prior years still requiring delivery). In addition to this £26.2m, there was an additional net £9.3m of savings undelivered declared in the 2022/23's provisional outturn report which went to Cabinet in May. An additional £2.0m savings activity approved since the start of 23/24 brings the total savings tracked for delivery in the current financial year to £37.5m.

3.2. As at Period 6, £29.8m (80%) of savings are considered safe and £7.6m (20%) are reported at risk and are being monitored and reviewed for delivery or in-year mitigation where possible. These saving delivery risks are captured in either the forecast outturn above, or directorates' risk and opportunities logs where mitigation is still expected.

3.3. Whilst there is £7.6 of savings being reported as at risk these are being reviewed for mitigation and management, with the expectation of reducing the potential under delivery. Furthermore, the council does retain an optimism bias, set against the delivery of savings, which is held corporately at £6.0m.

## 4. RISKS AND OPPORTUNITIES

4.1. There are other financial risks and opportunities to the Council which have been identified and could materialise during the financial year. These are not reflected in the forecast overspend outlined in section 2.1. They are a combination of costs, savings delivery, income generation and funding opportunities. Cost of living pressures (such as

inflation and pay awards) are being captured and monitored against the allowance made within the budget.

- 4.2. The table below summarises these risk and opportunities. These represent the weighted additional net potential risk of £1.2m.

**Table 5: Risks and Opportunities Summary**

<b>Directorate</b>	<b>Net Risk/(Opportunity) £'000</b>
Adult	1,100
Children & Education	(0)
Resources	0
G&R	132
Corporate	0
<b>Total</b>	<b>1,232</b>

- 4.3. The net position on risk and opportunities does not yet present a forecast financial pressure as these are either not considered likely to materialise or mitigations are in development and anticipated to be implemented. However, if mitigations are not identified then the likelihood of these risks will inevitably increase and could transition into an actual financial pressure which would add to the current overspend position being reported.

## **5. RING-FENCED BUDGETS**

- 5.1. There are several 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 forecast outturns for these ringfenced budgets are summarised in the table below.

**Table 6: P6 2023/24 Summary Full Year Ring-Fenced Fund Forecast**

<b>Ring-fenced Budgets Summary</b>					
<b>Period 6 - Summary</b>	<b>Approved budget</b>	<b>Revised Budget</b>	<b>P6 Forecast</b>	<b>Total variance</b>	<b>Total Variance %</b>
Total Housing Revenue Account	137,365	137,365	136,545	(820)	-0.6%
Total Dedicated Schools Grant	453,226	452,326	468,722	16,396	3.6%
Total Public Health Grant	0	(0)	0	0	0.0%
<b>Total Ring-fenced Budgets</b>	<b>590,591</b>	<b>589,691</b>	<b>605,267</b>	<b>15,576</b>	<b>2.6%</b>

## 5.2. Housing Revenue Account

5.2.1. The Housing Revenue Account (HRA) is currently forecasting a favourable outturn of £0.8m when compared to budget. This reflects a £4.4m improvement in full year forecast since P5/Q2's forecast overspend of £3.6m.

5.2.2. The main drivers of this forecast position are adverse variances of £0.9m for Income (with the main contributing factor to this negative variance being that the handover of certain new schemes is behind schedule because of project delays, negatively impacting the dwelling rent income forecast), £1.4m overspend on Supervision and management (mostly due to planned programmes overheads) and £4.1m on Repairs & Maintenance expenditure (with significant overspends forecasted for adaptation works, relet repairs and fire safety works), and £0.3m in respect of Council Tax payable on void properties. These are expected to be partially offset by favourable variances of £0.6m against energy costs in communal areas and £7.0m additional investment income as a result of increased interest rates achieved. Any overspend reported at the year end March 2024 will be contained within the HRA general reserves.

5.2.3. Further details of this significant movement in the forecast are available in Appendix A3.

## 5.3. Dedicated Schools Grant

5.3.1. The DSG is reporting a £16.4m mitigated deficit against the revised gross budget of £452.3m.

5.3.2. Full Council in February 2023 approved a DSG budget of £453.2m (or net amount £197.6m after deduction for academies recoupment, NNDR and direct funding of high needs places by ESFA). Revised allocations in July 2023 re-set the budget to £452.3m (£196.6m net).

5.3.3. This in-year forecast overspend, when combined with the prior year's carried forward deficit of £39.7m, brings the forecast total accumulated carried forward in to 2024/25 deficit £56.1m.

**Table 7: P6 2023/24 Summary DSG Fund Full Year Forecast**

Bristol Dedicated Schools Grant 2023/24	B/f Balance	Gross DSG Funding (Budget) *	Gross DSG Forecast at P6	In-year Variance at P6	Cumulative C/f
£000					
Schools Block	(787)	323,851	323,851		(787)
De-delegation	(527)		(1)	(1)	(528)
Central School Services Block	8	2,717	2,709	(8)	
Early Years Block	(605)	37,432	38,344	912	307
High Needs Block	42,520	86,675	103,300	16,625	59,145
High Needs Transformation	(928)	1,627	2,607	980	52
Funding		(452,302)	(452,302)		
Total (Unmitigated Position)	39,680		18,508	18,508	58,188
Mitigations (Budget vs forecast in 2023-24)		(3,180)	(2,112)		(2,112)
Total - Mitigated Position	39,680		16,396	18,508	56,076
* Bristol gross DSG allocations before recoupment and deductions for NNDR and direct funding of High Needs places by ESFA. Allocations as at 20-July-2023					

#### 5.4. The Public Health Grant

5.4.1. 5.4.1 Public Health (PH) Grant of £35.7m was awarded for 2023/24 by Public Health England (PHE). At the end of Period 6 Public Health reports no forecast variance to this budget.

5.5. **Cabinet is asked to note a forecast underspend of £0.8m within the HRA and the DSG's forecast in-year deficit of £16.4m accumulating to a total forecast £56.1m deficit to be carried forward at the close of 2023/24 in to 2024/25.**

## 6. CAPITAL SUMMARY

6.1. The Capital programme budget at Period 6, excluding capital contingencies and other technical adjustments, has decreased by £74.4m from £362.9m to £288.5m. This reduction is as a result of both the re-profiling of budgets as reported in the Period 5/Q2 monitoring report and also recent Cabinet approvals and delegated decisions. These are summarised below:

- (£74.8m) Mid-year budget reprofile to later years of all service areas, predominantly increasing budgets into the 2024/25 period.

- £0.1m of the £1.8m 2023/24 DfE Schools Condition Grant awarded, Cabinet reported decision on 5<sup>th</sup> Sept 2023, reprofiled across future years to support the schools building maintenance programme.
- £0.3m Additional DLUHC DFG Grant awarded for Housing Adaptations (part of Better Care Fund), added to existing £3.5m 2023/24 grant allocation previously awarded.

6.2. The budget comprises £167.1 million for General Fund (excluding the corporate and other technical adjustments) and £121.4 million for the HRA. The forecast variation against budget at Period 6 is a £2.9 million underspend, £1.4 million underspend on General Fund and £1.5 million underspend on HRA.

**Table 8: P6 2023/24 Capital Programme Forecast Summary By Directorate**

Approved Budget (Feb 23)	Budget Changes upto P6	Directorate	Revised Budget	Actual Spend to date	Budget Spend to date	P6 Forecast Outturn	Variance
£m	£m		£m	£m	%	£m	£m
2.6	3.7	Adults & Communities	6.3	0.3	5%	6.1	(0.2)
24.7	(3.4)	Childrens & Education	21.3	5.8	27%	21.2	(0.1)
7.7	(0.6)	Resources	7.1	2.1	29%	7.0	(0.1)
114.5	17.9	Growth and Regeneration	132.4	43.5	33%	131.4	(1.0)
<b>149.5</b>	<b>17.6</b>	<b>GF service Total</b>	<b>167.1</b>	<b>51.7</b>	<b>31%</b>	<b>165.7</b>	<b>(1.4)</b>
133.3	(11.9)	Housing Revenue Account	121.4	26.7	22%	119.9	(1.5)
<b>133.3</b>	<b>(11.9)</b>	<b>HRA service Total</b>	<b>121.4</b>	<b>26.7</b>	<b>22%</b>	<b>119.9</b>	<b>(1.5)</b>
<b>282.8</b>	<b>5.7</b>	<b>HRA &amp; GF Service Total</b>	<b>288.5</b>	<b>78.4</b>	<b>27%</b>	<b>285.6</b>	<b>(2.9)</b>
15.3	(17.1)	Corporate Contingencies & Funds	(1.8)	0.0	0%	(1.8)	0.0
<b>298.1</b>	<b>(11.4)</b>	<b>Capital Programme Grand Total</b>	<b>286.7</b>	<b>78.4</b>	<b>27%</b>	<b>283.8</b>	<b>(2.9)</b>

**Last Year 2022/23 Comparison at end of Period 6**

<b>300.5</b>	<b>(47.5)</b>	<b>Capital Programme Grand Total</b>	<b>253.0</b>	<b>68.4</b>	<b>27%</b>	<b>248.3</b>	<b>(4.7)</b>
--------------	---------------	--------------------------------------	--------------	-------------	------------	--------------	--------------

Actual Expenditure achieved - 2022/23 Outturn Report £199m

- 6.3. The spend for the first six months of the year (£78.4m) is low compared to the annual budget (27%) which suggests that a large number of schemes in the programme will need to be re-profiled into future years. Should this trajectory follow the same path over the remaining months of the year this predicts a spend deficit of £128.8m (45%) compared to the latest forecast. However, this does not take account of the council's pattern of higher expenditure towards the end of the financial year that would indicate an outturn in the region of £210m (26% slippage).
- 6.4. The Capital Programme will continually be reviewed, and updates provided accordingly. Further details will be provided at P7 and Q3/P8, with approval sought for any budget re-profiling adjustments to reflect any revised expectations.



## 7. OTHER DECISIONS

### 7.1. Great Western Credit Union – Seeking approval from Bristol City Council to approve a loan from City Funds LP

Great Western Credit Union (GWCU) provides affordable loans to people in the most deprived wards who might otherwise borrow from high cost lenders. The council, along with partners, invested in the credit union in 2019. Since the council is an investor, the agreement between the council and GWCU states that any additional borrowing on substantially different terms is subject to the consent of Bristol City Council.

GWCU is seeking the council's consent to receive a loan of £0.7m, maturing September 2030, on similar terms to the council's current loan maturing July 2029. This loan will lever match funding from Fair4All funding.

Further details are included in 'Appendix A2 – Great Western Credit Union' for further background information and analysis in support of the council's consent.

**Cabinet is asked to provide consent to the GWCU for acceptance of the loan of £0.7m from City Funds LP.**

### 7.2. Use of temporary funding sources and proposed redesignations of the Traded With Schools reserve to facilitate temporary support for LA Maintained Schools and Nurseries in financial difficulty

Having considered the challenging financial climate for the sector and the financial health of mainstream schools and nurseries, the Authority with the approval of the Schools Forum (see [\(Public Pack\)Agenda Document for Bristol Schools Forum, 26/09/2023 17:00](#) agenda item 4, page 8), in providing financial support, has made an express provision of specific funds, from alternative school related sources, which may be used to back licensing of deficits, in exceptional circumstances for a period of up to 5 years.

Further background information and detail of this designated temporary funding support source are included in 'Appendix A5 – Temporary funding support for LA Maintained Schools and Nurseries in financial difficulty'.

**Cabinet is asked to note the temporary funding sources totalling £1.1m and approve the proposed redesignation of the Traded with School reserve of £0.250m to facilitate temporary support for LA Maintained Schools and nurseries in financial difficulty.**

## 8. OFFICER EXECUTIVE DECISIONS

### 8.1. Sport England Swimming Pool Support Fund

- The council has submitted an application on 17 October 2023 (details are included in Appendix A4) for up to £1.0m.
- If successful the fund will be awarded directly to BCC.

**Cabinet is requested to note the decision to submit a grant funding application to Sport England for up to £1.0m swimming pool support fund.**

**Cabinet is requested to give approval for the Executive Director, Adult and Communities, in consultation with the council's S151 Officer and the Deputy Mayor with responsibility for Finance, Governance and Performance to accept the grant if successful and to procure and award contracts for expenditure of that funding.**

<b>TITLE</b>	<b>Appendix A2 - Great Western Credit Union Seeking approval from Bristol City Council to approve a Loan from City Funds LP</b>	
<b>Ward(s)</b>	n/a	
<b>Author:</b>	Jon Clayton	<b>Job title:</b> Capital & Investments Manager
<p><b>Purpose of Report:</b> To consider the proposal by the Great Western Credit Union (GWCU) - previously known as Bristol Credit Union to approve further investment of up to £700k loan from City Funds LP that will also lever in part of the match funding from Fair4All funding, along with providing further affordable finance.</p> <p>As the Council is an investor, the agreement between the Council and GWCU states that any additional borrowing on “substantially” different terms is subject to the consent of Bristol City Council (BCC). The request is to issue a 7 year loan (maturing circa September 2030), compared to the Council 10 year loan maturing in 6 years’ time (July 2029) and <b>therefore GWCU are seeking the City Council’s approval.</b></p> <p>As set out in the Cabinet report (5<sup>th</sup> April 2022), Cabinet approved the Fair4All investment and the decision to approve match funding (£1m) has been delegated to the Director of Finance and Director of Legal in consultation with the Deputy Mayor - Finance, Governance and Performance (subject to the necessary due diligence being carried out).</p>		
<p><b>Evidence Base:</b> GWCU is a not-for-profit social enterprise which can provide community members with access to affordable loans and competitive savings accounts. They provide employee financial wellbeing services through their Money@Work proposition, and they also provide a much safer alternative to payday loan companies, pawn brokers and doorstep lenders which can be helpful for people who have a bad credit rating and are struggling to borrow from elsewhere.</p> <p>The City Council use the Credit Union to help support projects such as preventing Homelessness, UK Resettlement Scheme and Homes for Ukraine.</p> <p>Following recent mergers, the geographical coverage of the GWCU is the South West of England serving a population of three million across the former County of Avon, Gloucestershire, Wiltshire, Somerset and Dorset.</p> <p>The concentration of loans continues to remain in the Bristol Region (circa 60%).</p> <p>In July 2019 the Council invested £500k in the GWCU for <b>10 years</b> at a market interest rate. This investment was to enable the GWCU to lever up an additional £350k from charitable groups (investors) and to allow the GWCU to:</p> <ul style="list-style-type: none"> <li>• Build and maintain a new online platform</li> <li>• Employ more outreach workers in high priority disadvantaged wards</li> <li>• Grow the diversity of the membership through expanding the employer payroll partnership</li> <li>• Increase regulatory capital in order to expand the loan book</li> <li>• <b>Ultimately provide more loans to people in the most deprived wards who might otherwise borrow from high cost lenders.</b></li> </ul>		
<p><b>Fair4All Finance</b> In the cabinet report dated the 5<sup>th</sup> April 2022, the Council approved the investment from Fair4All funding</p>		

of £1.5m investment with an initial £500k and then a further £1m subject to match funding. The provision of match funding has been requested to attract external investment that is needed to support the continual sustainable development of Credit Unions.

The Credit Union were successful in attracting circa £840k from bond issue and a further loan of £700k from City Funds LP taking the total funding package to £1.54m, £540k above the delegated authority previously provided within the Cabinet report (5<sup>th</sup> April 2022) for which Cabinet approval is sought.

### **Other Investors**

The other investors have granted their approval for the loan and it should be noted that Fair4All finance approval has been granted that will enable the release the match funding of up to £1m.

### **Update of GWCU**

The planned programme of works and initiatives have made good progress, with the new digital platform launched in November 2020 and the loan book continuing to expand, as well as progress on growing the employer payroll partnerships (including recent partners St Monica Trust and University of Bristol) as well as reactivating current partners (for example the Council).

The coronavirus pandemic slowed expansion from the original plan and subsequently the cost-of-living crisis has hit many credit union members, many of whom are already financially vulnerable, particularly hard, leading to higher than expected impairment costs and slower than planned growth in new lending.

Whilst GWCU continues to show strong year-on-year levels of loan book growth, and arrears levels have now been stabilised, GWCU key indicators are not as far advanced as forecast in 2018/19 prior to the Council's investment, or indeed to the forecasts available when Fair4All Finance's investment was agreed in April 2022.

It should be noted that following the cost of living crisis the GWCU credit criteria have been tightened. This has resulted in more loan requests being turned down but those which are approved are being repaid at a higher rate than previously. The GWCU are also approving more employer partner lending which is typically lower risk.

In summary the planned programme of works and initiatives are making progress, however, as with many industries, the coronavirus pandemic and the cost of living crisis have slowed expansion from the original plan and has had a negative impact on bad debt provisions and retained profits.

GWCU had always anticipated requiring further capital investment as part of its business plan to support its ongoing growth in serving people and communities across Bristol and the broader South West.

This capital will assist **to provide support for GWCU's regulatory and financial position** and continue to support further borrowers who are on lower incomes and therefore more exposed than others to inflation and increased cost-of-living.

### **Loan Issue**

The proposed terms of the loan are a fixed rate loan over a 7 year term. The proposed terms differ slightly to those that apply to the Council's investment in that the interest rate is marginally higher and the duration shorter. However, it should be noted that the City Council's investment is due to mature in 2029, 6 years to maturity, **so repayment of the Council's investment is before this new investment on the current proposed terms.**

Bank of England rate increased to 5.25% in August 2023 v 0.75% in 2019 when the Council's investment was made, setting a broader context around the need for an increased rate for this new investment offer.

With regard to the term, which is 3 years less than the Council's (although maturing one year later for comparative purposes) this coincides with City Funds to returning funds to its investors.

**Benefits & risks to current investors and members of the raise (and no raise or unsuccessful raise due to less than ideal terms)**

Current investors will benefit from an increase in the overall level of investment into GWCU which will enable GWCU to maintain its growth strategy despite the strong headwinds of the cost-of-living crisis.

Members, including those across Bristol, will benefit from greater accessibility to further affordable credit, particularly when other lenders have withdrawn from the market altogether leaving limited legal options which is leading to a rise in **loan shark activity**.

**In the unlikely event of insolvency/windup of GWCU** any residual assets would be applied to satisfy liabilities to a greater number of investors and therefore the Council would potentially receive less return in such circumstances than it might otherwise where its investment represented a greater proportion overall, but the new investment will capitalise the GWCU further making it less likely to become insolvent, thus protecting current investors' position.

**Financial Outlook**

GWCU has embarked on a plan to grow to 10 times the size over 10 years. GWCU has achieved rapid growth in making affordable loans to people who might otherwise be excluded from the financial system, despite the effects of the coronavirus pandemic and cost-of-living crisis. As a part of this plan, capital is required in stages for growth, to support costs, in staff and engaging the public. The efficiencies already made and growth achieved will contribute to a surplus from 2026 that will enable GWCU to repay all current and future investors on time.

**Due Diligence**

Meetings have taken place between key stakeholders along with review of the regular financial reports, business plans and forecasts that support the growth and capitalisation of the credit union. Regular reporting will continue as normal to monitor the Council's investment risk exposure due to the GWCU operational, market and regulatory risks they are exposed to.

**GWCU request**

The GWCU are seeking approval from Bristol City Council to accept the loan from City Loans to maximise the match funding and ensure the financial resources are available to support loan growth. The loan rate is fixed with a duration of 7 years and not materially different to the Council's loan to GWCU. It should be noted that when the City Council invested in 2019, interest rates and financial markets were significantly different compared to today, base rate being 0.75% compared to 5.25% and inflation being circa 2% compared to double digits.

**Cabinet Member / Officer Recommendations:**

1. Approve GWCU request to approve a loan from City Funds of £700k at a fixed rate for 7 years.

**Corporate Strategy alignment:**  
 The Council’s investment in GWCU supports the theme “Fair and Inclusive” making sure people have access to decent jobs and homes they can afford and where in this instance citizens of Bristol will have access to credit at a fair level of interest.

**City Benefits:** The investment in GWCU allows the credit union to maintain and grow providing an increased number of low cost loans for those citizens across Bristol who in times of crisis need funds to bridge those periods of crisis. Examples of these loans include funds to minimise the risk of a loss of tenancy or home that could lead to consequential impact on individuals and families leading to a greater burden on the wider public sector.

**Consultation Details: None Required**

**Background Documents:** Cabinet Report April 2019, Cabinet Report November 2020, Cabinet Report April 2022  
<https://democracy.bristol.gov.uk/documents/s31017/BCU%20investment%20110319%20v4.pdf>  
<https://democracy.bristol.gov.uk/documents/s53732/2020%2011%20003%20v2%20Cabinet%20Bristol%20Credit%20Union%20merger%20-%20DM.pdf>  
<https://democracy.bristol.gov.uk/documents/s71395/2022%2004%20005%20Cabinet%20GWCU%20Fair4All%20DR AFTv4JC%20FINAL.pdf>

<b>Revenue Cost</b>	£-	<b>Source of Revenue Funding</b>	<i>n/a</i>
<b>Capital Cost</b>	£-	<b>Source of Capital Funding</b>	<i>n/a</i>
<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 approval of the loan will capitalise the GWCU further, enhancing it’s regulatory controls that are currently above recommended parameters and enable the GWCU to continue to grow it’s loan book to provide further access of financial products to the vulnerable in the South West region including Bristol.

The cost of living crisis has as made the market from which the GWCU operates higher risk. This is being managed and has been evidenced by tightening the credit criteria. This has proven successful over the past year as the level of bad debts on new loans are back at pre pandemic levels. Further regular reporting will continue to monitor the Council’s investment due to the GWCU markets it operates and the social benefits the GWCU provide to the citizens of Bristol.

The addition of this new investment will capitalise the GWCU further but in an unlikely event of default the Council will be in a larger pool of investors for distributions.

**Finance Business Partner:** Jon Clayton, Capital and Investments Manager, Corporate Finance 18<sup>th</sup> October 2023

## Appendix A3 – HRA

### 2023/24 – P6 Budget Monitor Report

#### Section A: Revenue Budget Monitor

	Revised Budget	Forecast Outturn	Outturn Variance
P06	£0.0m	£(0.8)m	£(0.8)m underspend
P05	£0.0m	£3.6m	£3.6m overspend

May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
(1.7)	0.1	2.7	3.6	(0.8)					
▲↑	▼↓	▼↓	▼↓	▲↑					

#### Position by Division

HOUSING REVENUE ACCOUNT SUMMARY	2023/24 - Full Year			
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance
	£000s			£000s
<b>Housing Revenue Account</b>				
321 - Strategy, Planning & Governance	19,003	17,264	17,597	333
322 - Responsive Repairs	31,292	31,229	34,156	2,926
323 - Planned Programmes	29,897	28,087	26,970	(1,117)
324 - Estate Management	(116,265)	(112,653)	(111,830)	824
326 - Estate Regeneration	0	0	0	0
X10 - HRA - Funding & Expenditure	4,815	4,815	1,029	(3,786)
X12 - HRA - Year-end transactions	31,258	31,258	31,258	0
<b>Total Housing Revenue Account</b>	<b>0</b>	<b>0</b>	<b>(820)</b>	<b>(820)</b>

## Key Messages:

The Housing Revenue Account at the end of Period 6 is reporting an underspend of £0.8m (shown in the table below). Any instance of an overspend on the HRA will be funded by a transfer from the HRA general reserve at the end of the financial year. The overall £4.4m improvement in forecast since P5 is due to a £3.2m increase in repairs and maintenance costs, a £1.4m increase in Supervision and Management costs and offset by a £0.6m reduction in Special Services costs, a £1.3m increase in forecast Income and an increase of £7.1m in investment Interest receivable forecast for the year.

## Summary – Housing Revenue Account

HOUSING REVENUE ACCOUNT	Approved Budget £M	Current Forecast £M	Outturn Variance £M	Previous Forecast £M	Movement £M
<b>Income</b>	<b>(137.1)</b>	<b>(136.2)</b>	<b>0.9</b>	<b>(137.5)</b>	<b>1.3</b>
Repairs & Maintenance	40.6	44.7	4.1	41.5	3.2
Supervision & Management	44.8	46.2	1.4	44.8	1.4
Special Services	14.0	13.4	(0.6)	14.0	(0.6)
Rents, rates, taxes and other charges	0.6	0.9	0.3	0.9	0.0
Depreciation and bad debt provision	32.6	32.6	0.0	32.6	0.0
<b>Total expenditure - core services</b>	<b>132.6</b>	<b>137.8</b>	<b>5.2</b>	<b>133.8</b>	<b>4.0</b>
<b>Net cost of core HRA services</b>	<b>(4.5)</b>	<b>1.6</b>	<b>6.1</b>	<b>(3.7)</b>	<b>5.3</b>
Net interest payable, pension costs and other non-operational charges	10.9	4.0	(6.9)	11.1	(7.1)
Capital expenditure funded from revenue	0.0	0.0	0.0	0.0	0.0
<b>(Surplus) / Deficit for the year on HRA services</b>	<b>6.4</b>	<b>5.6</b>	<b>(0.8)</b>	<b>7.4</b>	<b>(1.8)</b>
<b>Drawn down from HRA reserves</b>	<b>(6.4)</b>	<b>(5.6)</b>	<b>0.8</b>	<b>(7.4)</b>	<b>1.8</b>
<b>Net</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Income** is reporting a shortfall of £0.9m at the end of P6 compared to budget. The main contributing factor to the negative variance is due to handover of certain new schemes being behind schedule because of project delays, negatively impacting the dwelling rent income forecast.

The forecast for **repairs & maintenance**, was running £4.1m behind the budget at the end of P6. The main elements are overspends in the budgets for;

- +£1.1m for additional cost of adaptation on relets,
- +£1.2m Response Repairs - slippage - Significant spend on external contractors, difficulty recruiting to internal vacancies and large backlog from cold / damp / mould, causing large overspend.



Joinery recharge costs have increased from budget set. Repairs have increased almost 30% since 2020/21. Also having to fund large sums relating to decant of tenants from homes

- +£1.8m Relets Repairs - Showing overspend as completing less full capital works resulting in higher revenue spend. Increased use of external contracts to reduce backlog. Internal costs for salaries, fleet and materials.

The **supervision and management service** was running £1.4m behind the budget at the end of P6. The main elements are overspends in the budgets for;

- +£1.4m Planned Programmes Overheads - Net Expenditure -Salary forecast higher than budget. Increase in agency. End of fire alarm project at risk.

**Special Services** are reporting a £0.6m positive variance in P6.

The main elements are underspends in the budgets for;

- -£0.6m Communal Amenities - Forecast based on prior year outturn. Awaiting further information from Energy Program Manager and this will continue to be monitored throughout the year.

## Section B: Risks and Opportunities

Division	Risk or Opportunity	Detailed Comment	Net Risk / (Opportunity) £
HRA	Opportunity	The Energy Price Guarantee set maximum consumer prices from October 2022 to June 2023. A lower price cap from July 23 means energy prices are likely to fall for the first time in around 20 months.	(£0.5m)
HRA	Risk	CPI Inflation continues to be significantly high. As at April 2023 this was 8.7%. This means that Repairs & Maintenance costs may be slightly higher than forecast.	£1.5m

## Section C: Capital

<b>Approved Budget</b> <b>£141.6m</b>	<b>Revised Budget</b> <b>£121.5m</b>	<b>Expenditure to Date</b> <b>£26.7m</b> 22% of Revised Budget	<b>Forecast Outturn</b> <b>£120.0m</b> 99% of Revised Budget	<b>Outturn Variance</b> <b>£(1.5)m</b>
--	---	--	--	---

Gross Expenditure by Programme		Current Year Period 6				Performance to Budget	
Ref	Scheme	Budget	Expenditure to Date	Forecast	Variance	Expenditure to Date	Forecast
		£000s	£000s	£000s	£000s		
<b>Housing Revenue Account</b>							
HRA1	Planned Programme - Major Projects	56,571	13,271	55,082	(1,489)	23%	97%
HRA2	New Build and Land Enabling	63,093	13,399	63,093	0	21%	100%
HRA4	HRA Infrastructure	1,789	0	1,789	0	0%	100%
<b>Total Housing Revenue Account</b>		<b>121,453</b>	<b>26,670</b>	<b>119,964</b>	<b>(1,489)</b>	<b>22%</b>	<b>0%</b>

### Key Messages:

There is an overall slippage of £1.5m for the Capital Works Budget of £121.5m with a year-to-date spend of £26.7m (22%). The table above shows the slippage entirely within the Planned Programme – Major Projects with the other two programmes forecasting to budget.

### Planned Programme

The Planned Programme budget has been reprofiled so that the programme balances over the capital timeframe. The slippage for the current year of £1.5m includes:

- £0.7m for investigations into regeneration, Beaufort House HIP and Francombe, Underdown and Waring due to need for safety legislation and need for full planning app sign off
- £0.8m roofs replacement programme slowing down due weather
- £0.8m SHDF grant funded energy efficiency work to be carried out by City Leap

These are offset by a number of schemes where the spend has been brought ahead of profile including, major adaptations, £0.2m, Major block refurbishments at Walwyn Gardens, £0.1m, Ecclestone and Phoenix, £0.1m, Bishport 5, £0.1m, and Dove Street £0.2m.

### New Build and Land Enabling

The New Build and Land Enabling programme budgets have also been reprofiled so that the programme balances over the years of the capital timeframe.

### HRA Infrastructure

At the end of P6, the scheme is forecast to spend in line with budget.

## Appendix A4

### DIRECTORATE - ADULTS AND COMMUNITIES

#### Subject – Sport England Swimming Pool Support Fund

#### Background

- To improve the energy efficiency of public sector swimming pools, reduce the carbon output of facilities, help alleviate cost pressures and mitigate the risk of closures.
- Bristol has £1m to bid for.
- To invest at Henbury, Horfield and Hengrove.
- To provide solar panels at each site.
- Jubilee, Bristol South and Easton swimming pools have not been included since the priority investment for Sport England is solar panels. Solar panels cannot go on the roof of Jubilee and Bristol South Pool, and Easton Swimming Pool already has solar panels.
- Proposal is considered to have the biggest impact on reducing utility consumption and carbon emissions.
- Produces the highest cost savings and help keep utility costs down, contributing towards the pools being more financially sustainable.

#### Details

**In reaching the proposed interventions for our application we have considered the following:**

1. Alignment with Sport England priority investment
2. Impact on reducing consumption – compared to baseline figures
3. Payback

Swimming Pool	Solar PV	Solar PV installation cost	Electricity savings kwh/yr	Carbon savings te/yr	Cost savings £/yr	Payback yrs
Hengrove	Yes	£ 626,428.00	357168	83	£ 92,864.00	7
Henbury	Yes	£ 246,857.00	123215	28	£ 26,072.00	10
Horfield	Yes	£ 126,403.00	48783	11	£ 15,228.00	9
Totals		£ 999,688.00	529166	122	£ 134,164.00	

4. Cost of delivering – is it within available funding opportunity
5. Being able to deliver on time and in partnership with the City LEAP team
6. Available supporting information on interventions
7. Our ability to commit to keeping the facility open

### **Summary**

- 1) **Cabinet is requested to note the decision to submit a grant funding application to Sport England for up to £1.0m swimming pool support fund.**
- 2) **Cabinet is requested to give approval for the Executive Director, Adult and Communities, in consultation with the council's S151 Officer and the Deputy Mayor with responsibility for Finance, Governance and Performance to accept the grant if successful and to procure and award contracts for expenditure of that funding.**

## **Appendix A5**

### **Use of temporary funding sources and proposed redesignations of the Traded With Schools reserve to facilitate temporary support for LA Maintained Schools and Nurseries in financial difficulty**

1. The Council's Chief Financial Officer is responsible for ensuring the adequacy of the financial organisation and accounting procedures in all maintained schools.
2. The financial regulations for schools with delegated budgets and the Scheme for Financing Schools, requires governing bodies to set balanced budgets. In cases where, despite the best efforts of the school, this is not possible, in the short to medium term, a governing body may apply to the Authority for a 'Licensed Deficit'. If approved the deficit is temporarily funded through the collective surplus of school balances.
3. The maximum proportion of the collective surplus of school balances held by the Authority which may be used to back the licensing of deficits shall not exceed 40%. However, the combined effect of the pandemic, rising staff costs, inflation and rising energy costs, has had a significant impact on school balances and reduced the ability to approve licensed deficits.
4. Except in the instance of a school closure, local authorities have no power to write off the deficit of a school and having considered the challenging financial climate for the sector and the financial health of mainstream schools and nurseries, the Authority with the approval of the Schools Forum (see [\(Public Pack\)Agenda Document for Bristol Schools Forum, 26/09/2023 17:00](#) agenda item 4, page 8), in providing financial support, has made an express provision of specific funds, from alternative school related sources, which may be used to back the licensing of deficits, in exceptional circumstances for a period of up to 5 years.
5. This is funded as outlined in the table below (and may be subject to further increases as other relevant funds become available) and whilst a separate fund with minor variations, will supplement the funds as outlined in paragraph 3 above and 4.9.5 of the Scheme for Financing Schools.

#### **Temporary Funding Source**

Schools Block - Closed Schools (DSG)	£517,000
De- Delegation – Schools in Financial Difficulty	£335,000
TWS Reserves (LA)	£250,000
<b>Total Temporary Funding Source</b>	<b>£1,102,000</b>

6. The utilisation of this designated fund will be monitored and reported back to Schools Forum quarterly. Regular reviews will take place to ensure schools remain focused on improving its financial health to warrant a safe and affordable education service delivery to the children and young people in the City.

### **Summary**

**Cabinet is asked to note the temporary funding sources totalling £1.1m and approve the proposed redesignation of the Traded with School reserve of £0.250m to facilitate temporary support for LA Maintained Schools and nurseries in financial difficulty.**