Public Document Pack

Cabinet
Agenda

Date: Tuesday, 4 February 2020
Time: 4.00 pm
Venue: City Hall, College Green, Bristol, BS1 5TR

Distribution:

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

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Issued by: Corrina Haskins, Democratic Services
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Date: Monday, 27 January 2020

Agenda

PART A - Standard items of business:

1. Welcome and Safety Information

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

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

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

2. Public Forum

Up to one hour is allowed for this item.

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

Petitions and statements (must be about matters on the agenda):
• Members of the public and members of the council, provided they give notice in writing or by e-mail (and include their name, address, and 'details of the wording of the petition, and, in the case of a statement, a copy of the submission) by no later than 12 noon on the working day before the meeting, may present a petition or submit a statement to the Cabinet.

• One statement per member of the public and one statement per member of council shall be admissible.

• A maximum of one minute shall be allowed to present each petition and statement.

• The deadline for receipt of petitions and statements for the 4 February 2020

Cabinet is 12 noon on 3 February 2020. These should be sent, in writing or by e-mail to: Democratic Services, City Hall, College Green, Bristol, BS1 5TR
e-mail: democratic.services@bristol.gov.uk

Questions (must be about matters on the agenda):

• A question may be asked by a member of the public or a member of Council, provided they give notice in writing or by e-mail (and include their name and address) no later than 3 clear working days before the day of the meeting.

• Questions must identify the member of the Cabinet to whom they are put.

• A maximum of 2 written questions per person can be asked. At the meeting, a maximum of 2 supplementary questions may be asked. A supplementary question must arise directly out of the original question or reply.

• Replies to questions will be given verbally at the meeting. If a reply cannot be given at the meeting (including due to lack of time) or if written confirmation of the verbal reply is requested by the questioner, a written reply will be provided within 10 working days of the meeting.

• The deadline for receipt of questions for the 4 February 2020 Cabinet is 5.00 pm on Wednesday 29th January 2020. These should be sent, in writing or by e-mail to: Democratic Services, City Hall, College Green, Bristol BS1 5TR.
Democratic Services e-mail: democratic.services@bristol.gov.uk

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

3. Apologies for Absence

4. Declarations of Interest

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

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

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

(subject to a maximum of three items)

6. Reports from scrutiny commission

7. Chair's Business

To note any announcements from the Chair

PART B - Key Decisions

8. Budget Monitoring Outturn report P9

(Pages 6 - 32)

9. Occupational Health (OH) and Employee Assistance Programme (EAP) Procurement Approval

(Pages 33 - 38)

10. Procurement of a Replacement Revenues and Benefits Software System and Associated Hardware

(Pages 39 - 72)

11. Re-Procurement of Domestic Abuse and Sexual Violence Services Contracts

(Pages 73 - 78)

12. Library Strategy 2020-2024

(Pages 79 - 122)

13. Community Led Housing Land Disposal Policy & Self-Build Housing Land Disposal Policy

(Pages 123 - 159)

14. Enabling Housing Innovation for Inclusive Growth Programme

(Pages 160 - 162)

15. Temple Island - scheme content and development agreement

To follow.

PART C - Non-Key Decisions

16. Battery Storage Investment at City Hall

(Pages 163 - 178)

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 04 February 2020

TITLE	**2019/20 Period 9 Forecast Outturn Report**	
Ward(s)	n/a	
Author: Tian Ze Hao		**Job title:** Senior Finance Business Partner
Cabinet lead: Cllr Craig Cheney		**Statutory Officer lead:** Denise Murray
Proposal origin: Other		
Decision maker: Cabinet Member **Decision forum:** Cabinet		

Purpose of Report: This report provides the update on the Council's financial performance and forecast use of resources for the financial year 2019/20 at Period 9. The Council's budget for 2019/20 was agreed by Council on 26th February 2019 and this report focuses on the forecast position against the latest budget.

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 within the directorate's overall budget limit. Budget holders forecasting a risk of overspend should in the first instance set out in-service options for mitigation. Where these are considered undeliverable or pressures cannot be contained across the directorate the budget scrutiny process will be triggered and a request may be made for the Executive to consider granting a supplementary estimate redirecting funds from an alternative source.

As we are heading into the end of the third quarter, reported risk on overspend will likely to trigger request for supplementary estimates for areas such as Adults, and Education. However at this stage mitigations continue to be explored within the service and across the directorate (as demonstrated within Resources Directorate) with a range of management actions being explored. This position and proposed mitigations will continue to be closely monitored and reported.

Evidence Base:

The Council's overall annual revenue spend for 2019/20 covers a number of areas:

- The General Fund net budget of £376.3m (with a forecast overspend of £6.1m at P9), providing revenue funding for the majority of the Council services.

Ring Fenced Accounts:

- The Housing Revenue Account (HRA) of £160.0m gross spend (£2.6m underspend forecast at P9), is ring-fenced, money received in rent in order to plan and provide services to current and future tenants, and the balanced will be managed through the HRA ring fenced reserves.
- Dedicated Schools Grant (DSG) is a ring-fenced grant that must be used in support of the schools budget and is managed within the People Directorate. The total Dedicated Schools Grant (DSG) budget, including amounts recouped by the Education and Skills Funding Agency for Academies is £357.1m for 2019/20 and this includes accelerated funding of £ 2.407m from 2020/21. The DSG is currently forecasting an £0.8m in year overspend against this approved budget (consists of £0.6m underspend in Early Years and £1.4m overspend in High Needs), this net overspend is proposed to be managed through the ring-fenced reserves.
- Public Health, a ring-fenced grant of £31.6m (with a forecast variation of £0.1m at P9 to be met from PH reserve), must be spent to support the delivery of the Public Health Outcomes Framework exclusively for all ages and is managed within the People Directorate.

Full detail for each of these areas is provided in the main monitoring report, Appendix A.

Capital Programme:

- Revised capital Programme budget of £158.4m (with a balanced forecast following approval to reprofile to forecast in P8) fully funded through the use of external funding, capital receipts and borrowing.

Recommendations:

That Cabinet to approve,

1. A net reallocation of £1.178m reserves as reflected in 2020 Budget report and set out in detail Appendix A.

That Cabinet note,

2. A risk of overspend on General fund services of £6.1m for 19/20 representing 1.6% of the approved budget (Appendix A), supplementary estimates requests will be expected to balance the 2019/20 in-year position.
3. A forecast £2.6m underspend position with regard to the Housing Revenue Account and any underspend at year-end will be carried forward and built into the future programme.
4. A forecast £0.8m overspend for the Dedicated Schools Grant against approved budget.
5. Risks of £0.1m overspend to be covered by ring-fenced reserves on Public health, which is being monitored.
6. The Sundry Debt position of £20.8m over 90 days as at Period 9, slightly increased from £20.5m since P8. Individual directorate detail included under Appendix A1-6.

Corporate Strategy alignment: This report sets out progress against our budget, part of delivering the financial plan described in the Corporate Strategy 2018-23 (p4) and acting in line with our organisational priority to 'Be responsible financial managers' (p11).

City Benefits: Cross priority report that covers whole of Council's business.

Consultation Details: n/a

Revenue Cost	**See Above**	**Source of Revenue Funding**	Various
Capital Cost	**See Above**	**Source of Capital Funding**	Various
One off cost ☐	**Ongoing cost** ☐	**Saving Proposal** ☐	**Income generation proposal** ☐

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: Michael Pilcher (Chief Accountant)		
2. Legal Advice: The report, including the detail in Appendix A&B, will assist the Cabinet to monitor the budget position with a view to meeting the Council's legal obligation to deliver a balanced budget.		
Legal Team Leader: Nancy Rollason, Head of Legal Service		
3. Implications on IT: There are no IT implications arising from production of this report.		
IT Team Leader : Simon Oliver, ICT		
4. HR Advice: Expenditure on staffing is monitored on a monthly basis by budget holders. Managers are required to manage expenditure within the agreed staffing budget that has been set for 2019/20.		
HR Partner: Mark Williams, Head of Human Resources		
EDM Sign-off	Denise Murray	27/01/2020
Cabinet Member sign-off	Cllr Cheney	27/01/2020
For Key Decisions - Mayor's Office sign-off	Mayor's Office	27/01/2020

Appendix A – P6 Revenue Budget Monitoring Report	**YES**
Appendix B – P6 Capital Budget Monitoring Report	**YES**
Appendix C – Summary of any engagement with scrutiny	**NO**
Appendix D – Risk assessment	**NO**
Appendix E – Equalities screening / impact assessment of proposal	**NO**
Appendix F – Eco-impact screening/ impact assessment of proposal	**NO**
Appendix G – Financial Advice	**NO**
Appendix H – Legal Advice	**NO**
Appendix I – Combined Background papers	**NO**
Appendix J – Exempt Information	**NO**
Appendix K – HR advice	**NO**
Appendix L – ICT	**NO**

1. General Fund

1.1. The Council is currently forecasting a £6.1m overspend on the approved general fund budget (£376.3m) which is a reduction of £0.4m since P8. At this point of the financial year, supplementary estimates are expected for any immitigable risks of overspend approaching year-end. The level of reported overspend and risk has also been taken into account for setting 2020/21 budget.

1.2. The table below provides a summary of the current 2019/20 forecast position by directorate. Additional service details are provided for each Directorate in individual appendices.

Figure 1: General Fund Forecast Net Expenditure

Approved Budget*	Directorate	Revised Budget	Outturn	Variance	Variance as % of Net Budget
£m		£m	£m	£m	
226.3	People	226.7	232.8	6.2	2.7%
53.9	Resources	53.6	53.6	0.1	0.1%
61.1	Growth and Regeneration	59.3	59.2	-0.1	(0.2%)
341.3	**Sub-total**	**339.6**	**345.7**	**6.2**	1.8%
35.0	Other Budgets*	36.7	36.7	-0.1	(0.2%)
376.3	**Net Expenditure Total**	**376.3**	**382.4**	**6.1**	1.6%

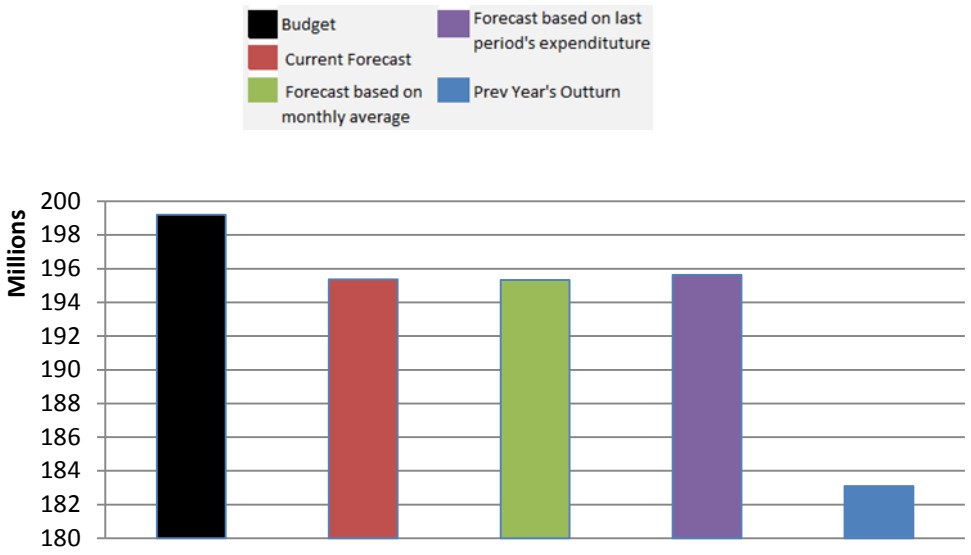
*Other Budgets includes capital financing and borrowing costs, and non-apportioned central overheads.

1.3. There is a slight movement in the P9 position in Adult Social Care comparing to P8 which is currently reporting an overspend of £5.4m. Please see Appendix A1 for further detail. As previously reported the service has undertaken a review of the impact of changes in demand and market capacity which hindered the delivery of the £4.3m savings originally planned in 2019/20 and concluded the delay in achieving these savings. A supplementary estimate will be required in 2019/20 to balance the in-year position. In addition, a separate report will be taken to Cabinet to re-access the realistic deliverability of savings in 2020/21 and 2021/22.

1.4. The forecast overspend on Education improvement budget is £0.7m, principally relating to Home to School Transport. This recurrent issue was addressed by a temporary supplementary estimate in 2018/19, and it will likely to trigger a further supplementary estimate in 2019/20. The principal reason for these overspend is an increase in numbers of Children who have special education needs that require the service; the current trajectory indicates a 16% increase from last year in eligible children numbers. Other contributing pressures include increases in the cost of Service Level Agreements and increased costs of the new Transport Framework.

1.5. Figure 2 below illustrates the difference between the budget holders' forecasts on employees spend and the extrapolated positions. It shows that the current forecast falls in between the monthly averages and extrapolation based on the last period. As we are heading into the last quarter of the financial year, forecast is now falling in line with the monthly average cost.

Figure 2: Employee cost run-rate comparison to management forecast



2. Ring-Fenced Accounts

Housing Revenue Account

2.1. The HRA is reporting a higher underspend of (£2.6m) against the approved budget (£2.1m in P8). This relates to the recruitment and retention issues in the Construction industry generally, and the service is seeking to fill vacancies and bring works forward where possible in order to ensure maximum deliverability of the planned programme. During the last quarter of 2019/20 the financing of the HRA expenditure will be determined and it is anticipated that the budgeted new borrowing of £4.8m for 2019/20 will not be required this financial year.

Dedicated Schools Grant

2.2. The High Needs budget includes transfers from other blocks of £2.566m and the accelerated funding of £2.407m from 2020/21, giving a total budget of £58.904m. This block is forecasting an overspend of £1.365m, which is a slight improvement from last month. The funding for this block is confirmed to be increased in 2020/21 and Schools Forum have agreed movements between blocks for 2020/21 to cover demand and to contribute towards the cost of the Education Transformation Programme.

2.3. Early years has shown an underspend against the currently year budget allocations. This forecast underspend is £100k higher comparing to P8 mainly due to in year staffing savings. Early years DSG income is based on actual take up of places and measured at four census points during the year. The first two of these are available and the forecast is based on these participation levels, along with an estimate of future levels, giving an underspend of £0.561m. As actual levels are notified, both the income and forecast will vary during the year. Schools Forum will be asked to approve a plan for the use of the underspend which include a proposal to top-up Maintained Nursery Supplement funding to maintain funding for settings at the current level.

Public Health

2.4. Public Health is forecasting to deliver a balanced budget in 2019/20 with c£0.1m draw-down from ring-fenced reserves which remains consistent with P8. The total grant receipt of £31.6m included a 2.5% reduction (£0.9m) this year. Please see Appendix A6 for further detail.

3. Savings Programme

3.1. The savings / efficiency programme agreed by Council in 2018 included savings totalling £11.7m for 2019/20. In addition, £6.1m of savings were carried forward from 2018/19 to 2019/20 which still requires recurrent delivery and mitigation in 2019/20. Therefore the total savings delivery target for 2019/20 is £17.8m.

3.2. At P9 £5.3m of £17.8m savings are reported to be at risk where further work / mitigating actions may be required in order to deliver, of which £4.3m relates to the Adult Social Care Better Lives Programme and the remainder relates to Council-wide cross-cutting savings initiatives and schemes.

3.3. Since P8, Delivery Executive approved the move of £0.12m of savings relating to third party spend to Resources Directorate from Growth and Regeneration.

3.4. Facilities management savings under the Resources Directorate previously reported as £0.26m at risk has now increased to the full amount of £0.87m at risk. The pressure is being mitigated in year through the Resources Directorate as detailed in Appendix A2.

Figure 3: Summary of Delivery of Savings by Directorate

Directorate	2019/20 Savings £m	2019/20 Savings reported as safe	2019/20 Savings reported as at risk	
		£m	£m	%
People	8.98	4.90	4.09	45%
Resources & Cross-Cutting	4.52	3.27	1.25	18%
Growth and Regeneration	4.29	4.29	0.00	0%
Total	**17.79**	**12.45**	**5.33**	**30%**

4. Movement of Earmarked Reserves

4.1. As set out in in accordance with the policy on reserves, all forecasted balances to 31 March 2020 have been reviewed for their continuing need. This report propose to redirect c£1.2 million of earmarked reserves due to the fact that some of these were superseded by other project with other revenue or capital funding sources or purposes full filled. These are consistent with the 2020 budget report, see detailed movements below:

Reserve Name	Redirected Reserve	New Reserve	Net Movement
	£m	£m	£m
Business Risk Reserve (19/20 P4 Pressure)		(0.033)	(0.033)
New Funding Holder Reserve 2020/21		(1.145)	(1.145)
Risk Total	**0.000**	**(1.178)**	**(1.178)**
Bear Pit 19/20 cost		(0.340)	(0.340)
Business Information Management Systems		(0.068)	(0.068)
Cemeteries & Crematoria Renewals	0.459		0.459
City Centre Revitalisation		(0.150)	(0.150)
Deferred Payment agreement 1516 revenue grant	0.098		0.098
Development Fund – major projects advance scheme design		(0.382)	(0.382)
Economic strategy development		(0.078)	(0.078)
Energy Service Budget (BCC)	0.106		0.106
Highways Asset Management System	0.020		0.020
Housing Delivery	0.384		0.384
JSP & Local Plan record		(0.272)	(0.272)
Neighbourhood Partnerships	0.100		0.100
Parking Renewals a/c	0.041		0.041
Parks Development	0.325		0.325
Pest control - Gull Work	0.050		0.050
Place - Highways Services Agency Staff Funding	0.020		0.020
Mayoral Pledges		(0.438)	(0.438)
Regeneration Project Management		(0.250)	(0.250)
Transport	1.181		1.181
Service Total	**2.783**	**(1.978)**	**0.805**
Future Risk (saving consultation reserve)	0.340		0.340
Consultation reserve Total	**0.340**	**0.000**	**0.340**
Total Earmarked Reserve	**3.123**	**(3.156)**	**(0.033)**
General Reserves	**0.033**	**0.000**	**0.033**

Period 9 Budget Monitoring - Summary

	2019/20 - Full Year			
	Approved Budget	**Revised Budget**	**Forecast Outturn**	**Outturn Variance**
	£000s	**£000s**	**£000s**	**£000s**
People				
Adult Social Care	148,718	148,912	154,351	5,439
Children and Families Services	62,439	62,699	62,750	51
Educational Improvement	11,915	11,814	12,495	682
Public Health - General Fund	3,237	3,237	3,237	0
Total People	**226,309**	**226,661**	**232,833**	**6,172**
Resources				
Digital Transformation	11,528	11,668	11,468	(200)
Legal and Democratic Services	6,898	6,808	6,554	(253)
Finance	11,500	11,591	11,574	(17)
HR, Workplace & Organisational Design	10,568	10,364	9,819	(546)
Policy, Strategy & Partnerships	2,939	3,037	2,891	(146)
Commercialisation & Citizens	10,446	10,101	11,339	1,238
Total Resources	**53,879**	**53,569**	**53,645**	**76**
Growth & Regeneration				
Housing & Landlord Services	11,649	11,602	11,323	(279)
Development of Place	1,277	1,287	1,175	(112)
Economy of Place	2,678	3,410	4,001	591
Management of Place	45,476	43,030	42,734	(296)
Total Growth & Regeneration	**61,079**	**59,329**	**59,233**	**(96)**
SERVICE NET EXPENDITURE	**341,268**	**339,558**	**345,711**	**6,152**
Levies	857	857	860	3
Corporate Expenditure	34,174	35,479	35,394	(85)
Capital Financing	0	405	405	0
Corporate Revenue Funding	(376,299)	(376,299)	(376,299)	0
TOTAL REVENUE NET EXPENDITURE	**0**	**0**	**6,071**	**6,071**

Appendix A1
Bristol City Council – People
2019/20 – Budget Monitor Report

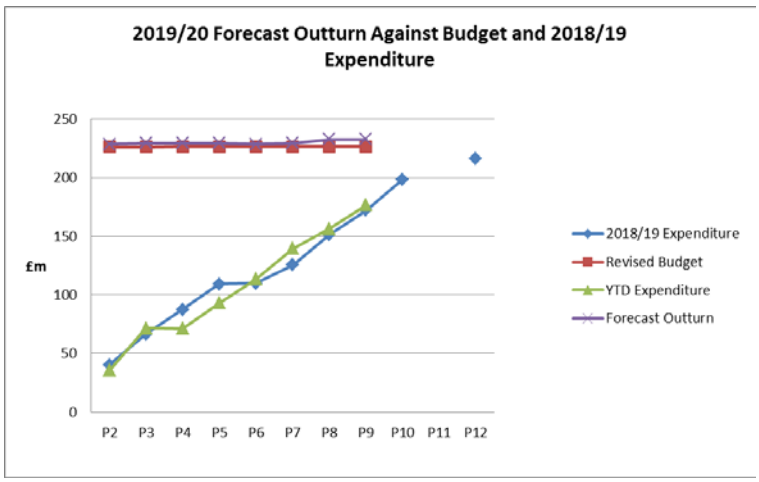
P09

a: 2019/20 Summary Headlines

Revised Budget	Forecast Outturn	Outturn Variance
P9 **£226.7m**	**£232.9m**	**£6.2m** **overspend**

b: Budget Monitor

1. Overall Position and Move

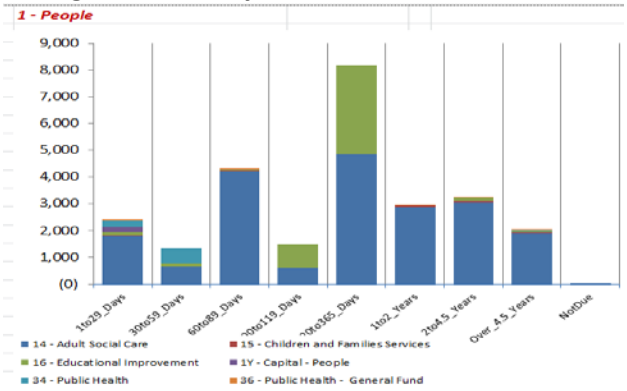


Forecast Outturn Variance 2019/20											
					£000						
Revised budget	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
£226.7m	2.3	2.8	2.8	2.7	2.8	3.1	6.2	6.2			
	▲	▲	▲	▼	▲	▲	▲	▲			

2. Revenue Position by Division

Revenue Position by Division	2019/20 - Full Year			
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance
	£000s			
Adult Social Care	148.7	148.9	154.4	5.4
Children and Family Services	62.4	62.7	62.8	0.1
Educational Improvement	11.9	11.8	12.5	0.7
Public Health - General Fund	3.2	3.2	3.2	0.0
Total	**226.3**	**226.7**	**232.8**	**6.2**

3. Aged Debt Analysis



- ASC are currently reviewing the rate of growth and scale of Aged Debt and Bad Debt write-off

4. Payment Statistics

Division	Amount Paid (£)	Number of invoices paid	Average days to pay	Late Payment (>30 days)		Invoice registered late (>30 days after invoice date)		*% of late payments registered late*	Invoices paid without order		Retrospecti
1 - People											
14 Adult Social Care	5,851,619	4,563	34	910	20%	600	13%	66%	37	1%	697
15 Children and Families Services	21,581,561	7,165	40	2,191	31%	1,487	21%	68%	15	0%	2,821
16 Educational Improvement	28,970,267	2,422	29	345	14%	211	9%	61%	16	1%	343
1Y Capital - People	10,078,202	230	37	70	30%	43	19%	61%	0	0%	48
34 Public Health	15,521,287	1,825	47	576	32%	498	27%	86%	0	0%	346
36 Public Health - General Fund	9,296,397	341	35	75	22%	40	12%	53%	0	0%	54
1 -PeopleTotal	**91,299,332**	**16,546**	**37**	**4,167**	**25%**	**2,879**	**17%**	**69%**	**68**	**0%**	**4,309**

5. Key Messages

5.1 Adult Social Care

Outturn 2018/19 £'000s	Financial Year 2018/19	Revised Budget 2019/20 £'000s	2019/20 Forecast @ P09 £'000s	Forecast Variance @P09 £'000s	Change in forecast Variance £'000s
72,705	Older Adults 65+	65,681	74,196	8,515	566
66,054	Working Age Adults 18 - 64	63,533	69,681	6,148	208
8,954	Preparing for Adulthood 0 - 25	8,228	9,622	1,394	-78
2,487	Social Care Support	1,877	-2,061	-3,938	-226
30,118	Staffing & other costs	34,981	31,058	-3,923	-500
-29,542	Income	-25,389	-31,805	-6,416	6
	iBCF Inflation Provision		-640	-640	0
	Saving Target not Delivered		4,300	4,300	0
150,776	**Totals per budget report**	**148,911**	**154,351**	**5,440**	**-23**

The current forecast outturn at P9 (December 2019) for Adult Social Care on a current net budget of £149.0m is £154.4m an overspend of £5.4m (3.7%).

As previously reported the service was undertaking a critical review of the risk to delivery of the savings target of £4.3m. The review concluded that the saving will not be achieved in this financial year primarily due to:

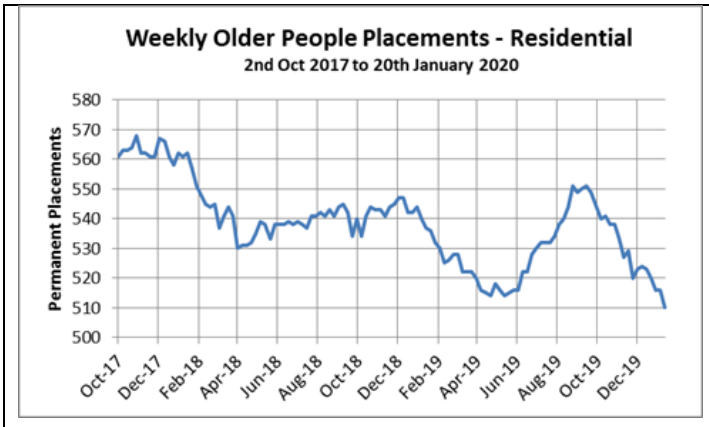
- Pressures from hospital discharges throughout the summer at unprecedented levels
- Lack of Home Care supply (severe workforce challenges)

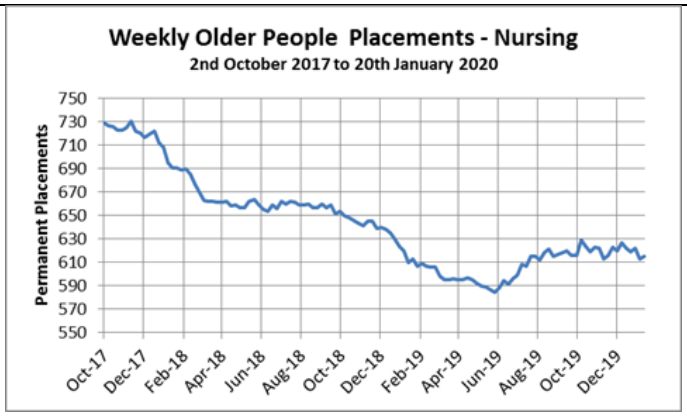
To address this in the short term the service has had to revert to placements in higher cost Nursing and Residential Care.

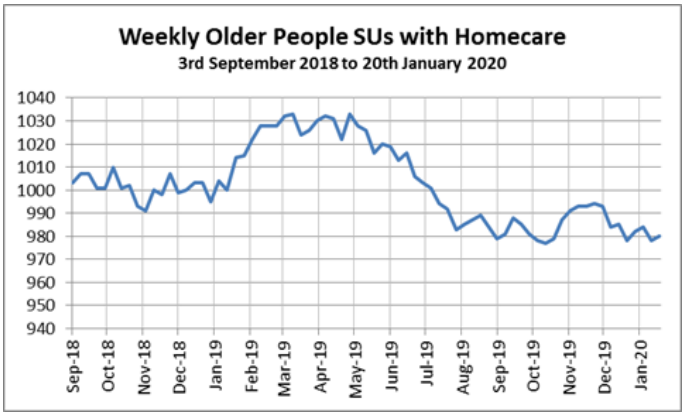
The forecast overspend has been revised to £5.440m to include the effect of the saving target not being delivered in this year.

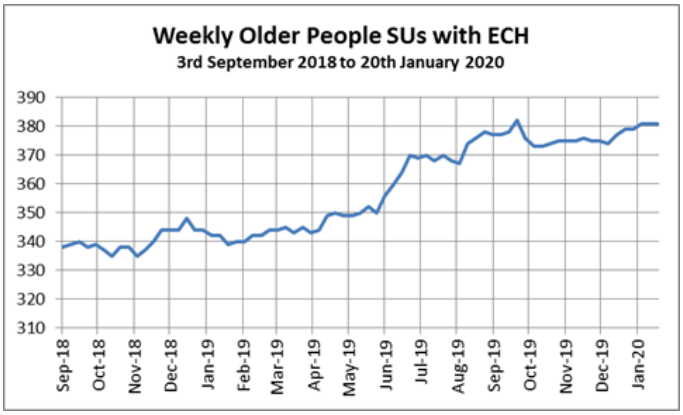
The key movements between the period 8 and period 9 forecasts include:

- The originally planned savings of £4.3m will not be achieved in 2019/20 due to demand pressures and lack of workforce supplies in the market.
- The revision to the Adult Social Care Budget through the transfer of Careline (Piper) service which currently shows a net forecast Income of £87k. It is understood however that there is a high risk that the service will not achieve the £0.150m Income target and as a consequence will possibly suffer an overspend. This is currently under review with Housing.
- Addition of £640k of one-off iBCF funds provided as part of the arrangements to mitigate the in-year demand and cost pressures
- Earmark part of the underspend on the Home First service (£479k) to recruit additional Care Staff through the CCG provider in order that the service meets its commitment to free up hospital beds. This commitment of £130-£200k is not reflected in the Forecast.
- Support for Older Adults Forecast shows a slight increase in the month. Looking at placements for December there is a small upward trend for residential and nursing. By contrast placements for Home Care and Extra Care Housing are showing a small downward trend.
- There is some good news with the indication for January showing a reduction in the number of Older People in a permanent residential falling to 510, the lowest since April 2019.
- There are risks that due to winter pressures that the demand on care home placements will increase if homecare supply remains at current levels. The following graphs set out the up to date position on placements for Older Adults.









5.2 Public Health - General Fund

The current forecast at P9 for Public Health is Forecasting a break even position on a gross budget before Income £3.237m.

5.3 Children and Family Services

At this stage in the year, the service is forecasting an overspend of £51k, which is almost the same as P8. At present the placements forecast (as per the table below) is indicating a budget pressure of £0.612m, this pressure is offset by forecast underspends of £0.561m elsewhere in the service.

Within the budget for 2019/20 there were savings targets of £1.6m, and current forecasts indicate that these will be met, following service changes arising from Strengthening Families Programme. These include assumptions about costs of out-of-authority placements being replaced with the introduction of 2 and 3 bed homes.

The major pressures in the service arise from the following areas;

1. delays in opening Bristol's first new CH as the BCC arranged contractor entered liquidation without completing refurbishment work. This means a delay in opening of two months.
2. Escalating contextual risk, particularly serious youth violence, resulting in the death of a child in care and court ordered remand for others.
3. Extended use of Agency as SW England delays registration of NQSWs
4. Agency support costs / placement costs for children moved from St Christophers.

5.4 Educational Improvement

The main budget issue continues to be Home-School Transport. There have been underlying budget pressures in this service for some time; during 2018/19, they were offset by the temporary supplementary estimate. For 2019/20 budget setting, some inflationary provision (£0.3m) and some unallocated funding (£0.3m) has helped limit the pressure, but demand and cost pressures remain with a £0.6m overspend forecast. There has been a 13% increase in children eligible through SEN code so far this year. Numbers are predicted to increase by a further 20, representing a 16% increase on last year. Other pressures include the cost of Service Level Agreements and costs arising from the new Transport Framework.

CHILDREN & FAMILY SERVICES						
Placement Category			Financials			
Placement Category	Cost Centre name	AVERAGE APR TO DEC:	ANNUAL BUDGET £000	ANNUAL FORECAST £000	FORECAST VARIATION £000	ACTUAL AVERAGE WEEKLY COST
Bristol Residential	Inhouse Supported Accom - Looked after (Pre 18)	6	84	225	140	137
	Inhouse Supported Accom - (Post 18)	26				
	Childrens Residential Homes	10	3,084	2,479	-605	4,568
Bristol Residential Total		42	3,168	2,703	-465	4,706
Foster Care	In house Fostercare - Looked after (Pre 18)	399	6,226	6,050	-176	265
	In house Fostercare - (Post 18)	41				
	Independent Fostering Agencies - Looked After (Pre 18)	158	5,522	5,823	301	625
	Independent Fostering Agencies - (Post 18)	21				
	Adoption - Looked after (pre 18)	51	482	403	-79	149
	Adoption - (Post 18)	1				
Foster Care Total		671	12,230	12,276	46	1,039
Non-Bristol Residential	Out of Authority	28	5,032	5,302	270	3,641
	Parent & Baby Unit	5	505	367	-137	1,382
	ESA - Looked after (Pre 18)	10	1,137	1,213	76	1,874
	ESA- (Post 18)	2				
Non-Bristol Residential Total		46	6,673	6,882	210	6,898
Other	Secure Unit	0	151	59	-92	
Other Total		0	151	59	-92	
Permanency	SGO/RO/CAO - (Pre 18)	536	4,121	5,035	914	180
	RO/SGO/CAO (Post 18)	2				
Permanency Total		538	4,121	5,035	914	180
Grand Total of all placements		**1,296**	**26,343**	**26,955**	**612**	
Total for Teams and Other Services			**36,356**	**35,795**	**-561**	
Childrens Totals			**62,699**	**62,750**	**51**	

c: Risks and Opportunities

6. Savings Delivery RAG Status

19/20 People Directorate Savings Target (£'000s): 8,980

	This month			Last month		
	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk
No - savings are at risk	5,747	4,085	71%	*5,747*	*4,385*	*76%*
Yes - savings are safe	1,160	0	0%	*1,433*	*0*	*0%*
SAVING CLOSED - CONFIRMED AS 'SECURED & DELIVERED'	2,073	0	0%	*1,800*	*0*	*0%*
NO RAG PROVIDED	0	0	n/a	*0*	*0*	*n/a*
Grand Total	**8,980**	**4,085**	**45%**	*8,980*	*4,385*	*49%*
n/a - represents one off savings or mitigations in previous year	-3,206	0	0%	*-3,206*	*0*	*0%*
Accelerated efficiencies (balancing line)	0	0	n/a	*0*	*0*	*n/a*
WRITTEN OFF	0	0	n/a	*0*	*0*	*n/a*
Grand Total	**5,774**	**4,085**	**71%**	*5,774*	*4,385*	*76%*

Top 5 largest savings at risk in (ordered by size of saving at risk)

ID	Name of Proposal	Value at Risk in 19/20 (£'000)
FP33	Introduce Better Lives Programme (Improving outcomes for adults in Bristol) (incl. partial 18/19 rollover)	£ 4,000
FP18-2	*17/18 rollover* More efficient home to school travel	£ 45
BE7-2	18/19 Rollover - Organisational redesign including the council's senior management structures (Mitigation for Education Post)	£ 40

Mitigated savings from previous years' that remain 'due' for delivery this year (£'000)

Amount due from previous year(s):	£ 3,334
Amount reported at risk:	£ 85

Key Changes since last month:

1. **FP07-1 Recommission Bristol Youth Links (£273k):** The 19/20 savings have been marked as 'SECURED & DELIVERED'
2. **FP33 Introduce Better Lives Programme (Improving outcomes for adults in Bristol) (incl. partial 18/19 rollover) (£5.6m):** £4m of this savings for 19/20 is reporting at risk this month, this figure having moved in P8 from £2m at risk in previous months.

Key messages/Comments:

1. FP33: Introduce Better Lives Programme - Demand on the system remains at an unprecedented level and this has made it extremely problematic to address the savings target. Further clarity is needed on the relationship between the current budget overspend and the savings delivered through the Better Lives programme.

2. FP18-2: *17/18 rollover* More efficient home to school travel - Although the reduced target of £45k continues to report as at risk, the Logical Transport project is in progress with likely savings attached associated with the restructure of the service.

d: Capital

Approved Budget	Revised Budget	Expenditure to Date	Forecast Outturn	Outturn Variance
£25.8m	**£22m**	**£10.8m**	**£22m**	**£0m**
		49% of Budget	100% of budget	

1. The budget for the Better Lives at Home funding has been reprofiled for delays in progressing the development of Sea Mills and acquiring properties which is now planned to be delivered in 2020/21

Appendix A2
Bristol City Council – Resources
2019/20 – Budget Monitor Report

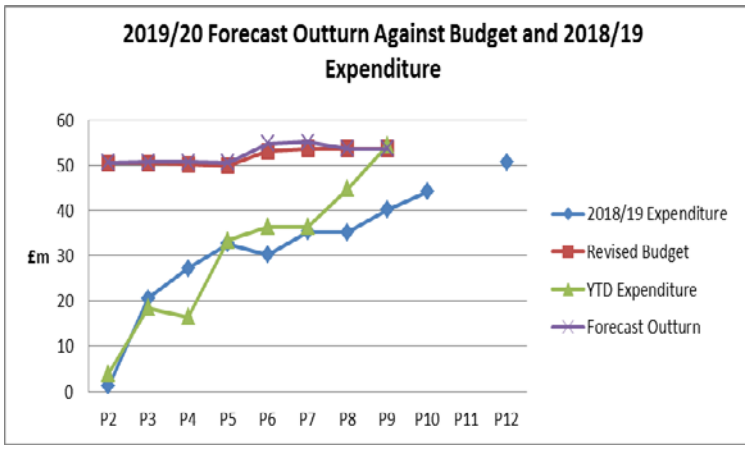
P09

a: 2019/20 Summary Headlines

Revised Budget	Forecast Outturn	Outturn Variance
P9 **£53.6m**	**£53.7m**	**£0.1m** overspend

b: Budget Monitor

1. Overall Position and Movement

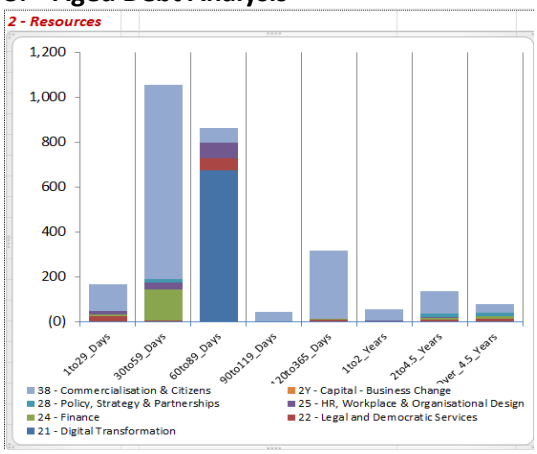


Forecast Outturn Variance 2019/20											
					£000						
Revised budget	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
53.6	0.2	0.3	0.5	0.7	1.7	1.5	0.1	0.1			
	▲	▲	▲	▲	▲	▼	▼	▲			

2. Revenue Position by Division

Revenue Position by Division	2019/20 - Full Year			
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance
	£000s			
Digital Transformation	11.5	11.7	11.5	(0.2)
Legal and Democratic Services	6.9	6.8	6.5	(0.3)
Finance	11.5	11.6	11.6	(0.0)
HR, Workplace & Organisational Design	10.6	10.4	9.9	(0.5)
Policy, Strategy and Partnerships	2.9	3.0	2.9	(0.1)
Commercialisation and Citizens	10.4	10.1	11.3	1.2
Total	53.9	53.6	53.7	0.1

3. Aged Debt Analysis



Key Messages:

The forecast total outturn is unchanged this month, continuing to indicate a £0.1m overspend.
Within the services there was a slight (£50k) improvement in forecast due to increases in internal trading recharges for both Legal Services and for Democratic Services.

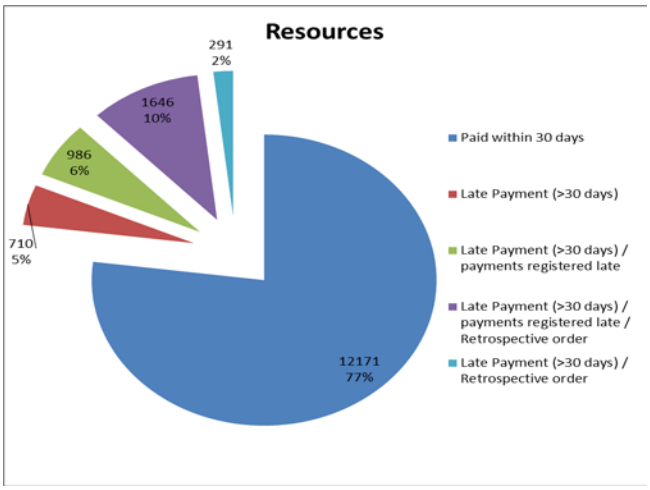
The £0.1m total forecast variance at P9 is primarily due to –

- Digital Tranformation – where eligible expenditure within the IT Transformation Programme is to be funded by Capital Receipts (as approved by Cabinet 3/7/19) thereby enabling the release of £0.2m core budget.
- Legal and Democratic Services - releasing £0.2m from the Electoral Services Election budget not required for 2019 or 2020 elections and increasing internal trading recharges by £0.1m.
- HR, Workplace and Organisational Design - forecasting a net underspend of £0.5m arising from £0.6m savings due to salary underspends (recruitment delays/non recruitment), sub-contract savings and L&D underspend offset by a £0.1m pressure in the annual Holiday Purchase Scheme.
- Policy, Strategy and Partnerships - identifying £0.1m spend attributed to BREXIT preparedness and appropriately rechargeable to the BREXIT funding budget.
- Commercialisation and Citizens – where there is a £1.5m adverse result forecast within Commercialisation and Citizens' Facilities Management representing 18/19 underachieved savings challenges brought forward and combined with additional savings challenges for 19/20 (subtotal £0.3m). In addition, Cleaning and Events' face risks to income budgets of £0.6m whilst Building Security, Building Practice, Property Services, Stationery and Mail face combined risks to cost budget of £0.6m.

This FM risk is to be offset by TWS increasing income by £0.3m and by £0.38m of one-off funding being transferred from the Mayor's savings consultation reserve to reduce the 2019/20 impact of saving scheme FP01-Third Party Savings. From 20/21 ongoing full mitigation of this £0.38m is proposed in the annual budget.

Payment Statistics

Division	Amount Paid (£)	Number of invoices paid	Average days to pay	Late Payment (>30 days)		Invoice registered late (>30 days after invoice date)		*% of late payments registered late*	Invoices paid without order		Retrospective order	
2 - Resources												
21 Digital Transformation	9,810,795	2,358	56	716	30%	494	21%	69%	14	1%	606	26%
22 Legal and Democratic Services	3,515,003	1,929	46	659	34%	537	28%	81%	13	1%	814	42%
24 Finance	2,547,527	974	35	193	20%	142	15%	74%	329	34%	46	5%
25 HR, Workplace & Organisational Design	2,540,026	1,548	30	221	14%	143	9%	65%	1	0%	267	17%
28 Policy, Strategy & Partnerships	885,243	685	26	101	15%	30	4%	30%	0	0%	72	11%
2Y Capital - Business Change	9,671,902	670	33	127	19%	77	11%	61%	0	0%	34	5%
38 Commercialisation & Citizens	11,682,750	7,640	35	1,616	21%	1,218	16%	75%	22	0%	2,314	30%
2 -ResourcesTotal	**40,653,245**	**15,804**	**38**	**3,633**	**23%**	**2,641**	**17%**	**73%**	**379**	**2%**	**4,153**	**26%**



Invoices Paid Without An Order:
The majority of these invoices occur within Finance and relate to Council Tax collection and debt enforcement.

Retrospective Order:
The majority of these invoices arise within Commercialisation and Citizens' Facilities Management.

c: Risks and Opportunities

5. Savings Delivery RAG Status

19/20 Resources Directorate Savings Target (£'000s): 4,785

	This month			Last month		
	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk
No - savings are at risk	1,516	1,249	82%	*1,516*	*688*	*45%*
Yes - savings are safe	3,226	0	0%	*3,102*	*0*	*0%*
SAVING CLOSED - CONFIRMED AS 'SECURED & DELIVERED'	43	0	0%	*43*	*0*	*0%*
NO RAG PROVIDED	0	0	n/a	*0*	*0*	*n/a*
Grand Total	**4,785**	**1,249**	**26%**	*4,661*	*688*	*15%*
n/a - represents one off savings or mitigations in previous year	-2,374	0	0%	*-2,374*	*0*	*0%*
Accelerated efficiencies (balancing line)	-268	0	0%	*-268*	*0*	*0*
WRITTEN OFF	23	0	0%	*23*	*0*	*0%*
Grand Total	**2,166**	**1,249**	**58%**	*2,042*	*688*	*34%*

Top 5 largest savings at risk in 19/20 (ordered by size of saving at risk)

ID	Name of Proposal	Value at Risk in 19/20 (£'000)
NEW1-2	*17/18 Rollover*Facilities Management Savings	£ 873
NEW3-2	17/18 Rollover - Generate additional income from our historic assets	£ 230
BE7-4	18/19 rollover - Corporate saving - ongoing mitigation to be identified	£ 120
IN31	Reviewing options for cash payments and/or cash related traded services	£ 15
BE6-7	18/19 rollover - Mitigation for Workforce policy and review - Resources Directorate Savings Target	£ 11

Mitigated savings from previous years' that remain 'due' for delivery this year (£'000)	
Amount due from previous year(s):	£ 1,696
Amount reported at risk:	£ 984

Key Changes since last month:

1. **FP01-8A One off mitigations within Neighbourhoods & Communities service (£124k):** Following approval at Delivery Executive of the FP01-8 Change Request to split the mitigations for the FP01 £380k shortfall, £124k of this savings has been transferred to the Resouces Directorate target, but also marked as safe for 19/20 . This represents a one off mitigation only. Although the rest of this saving continues to sit in Resources base budget, it was agreed the other £256k at risk was to be mitigated from G&R.

2. **IN31 Reviewing options for cash payments and/or cash related traded services (£50k):** The value of savings at risk has reduced from the full amount (£50k) to £15k this month.

3. **NEW1-2 *17/18 Rollover*Facilities Management Savings (£873k):** The value of savings at risk has **increased** this month from £257k to the full amount (£873k) now reporting at risk for 19/20. This has also led to the increase to the 'rollover risk from 18/19'.

4. **NEW3-2 17/18 Rollover - Generate additional income from our historic assets (£250k):** The value of savings at risk has reduced by £20k this month leaving a total continued risk of £230k.

5. It is understood that some of the FM savings are moving to new Director ownership - given the long history with some of these savings and challenges in delivering, this requires formal handover and confirmation of acceptance by the new Director, before change request can be formalised.

6. Revenue Risks and Opportunities

Division	Risk or Opportunity	Which may impact on costs	Risk/(Opportunity) £	Likelihood (%age)	Net Risk /(Opportunity) £
Policy, Strategy and Partnerships	Risk	Non recovery of forecast internal trading income - staff time	583,000	30%	174,900
Policy, Strategy and Partnerships	Opportunity	Begin to recharge YTD internal trading income - staff time (40% now recovered as at P9)	(583,000)	30%	(174,900)
Finance	Risk	Non recovery of forecast internal trading income - staff time (8% recovered as at P9)	499,000	70%	349,300
Finance	Opportunity	Begin to recharge YTD internal trading income - staff time	(499,000)	70%	(349,300)
Finance	Risk	Risk & Insurance - prior year costs	114,000	100%	114,000
Finance	Opportunity	Risk & Insurance - bottom line underspends or Risk and Insurance reserve	(114,000)	100%	(114,000)
Finance	Risk	Annual LA errors going above the upper threshold	238,000	50%	119,000
Finance	Opportunity	Reduction in Subsidy income received, relating to the LA Error going above the upper threshold will be met from earmarked reserves	(238,000)	50%	(119,000)
Finance	Risk	Risk if the actual net HB payments are 0.2% higher than forecast	285,000	50%	142,500
Finance	Opportunity	Opportunity if the actual net HB payments are 0.2% lower than forecast	(285,000)	50%	(142,500)
Commercialisation and Citizens	Risk	Facilities Management - ongoing budget risk. Continues to be evaluated alongside measures to mitigate.	552,550	100%	552,550
Commercialisation and Citizens	Risk	Trading With Schools	300,000	50%	150,000
					702,550

7. Capital

Approved Budget	Revised Budget	Expenditure to Date	Forecast Outturn	Outturn Variance
£18.7m	**£16.1m**	**£7.6m**	**£16.0m**	**£0.1m under**
		47% of budget	99% of budget	

Ref	Scheme	Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast
Resources							
NH08	Omni Channel Contact Centre (ICT System development)	0	(44)	0	0		
PL21	Building Practice Service - Essential H&S	3,504	1,530	3,207	(297)	44%	92%
PL27	Vehicle Fleet Replacement Programme	2,391	2,112	2,560	169	88%	107%
PL36	Investment in Markets infrastructure & buildings	90	21	90	0	23%	100%
RE01	ICT Refresh Programme	1,620	95	1,620	0	6%	100%
RE02	ICT Development - HR/Finance	1,317	861	1,317	0	65%	100%
RE03	ITTP – IT Transformation Programme	6,399	2,955	6,399	0	46%	100%
RE05	Mobile Working for Social Care (Adults & Children)	781	104	781	0	13%	100%
Total Resources		16,102	7,633	15,974	(128)	47%	99%

The ICT capital programme budgets have been revised to reflect latest forecasts. These include the ICT Refresh programme (which includes the roll out of new laptops) which has been re-profiled from 19/20 to 20/21 and the IT Transformation Programme with latest milestone reviews.

Appendix A3
Bristol City Council – Growth & Regeneration
2019/20 – Budget Monitor Report

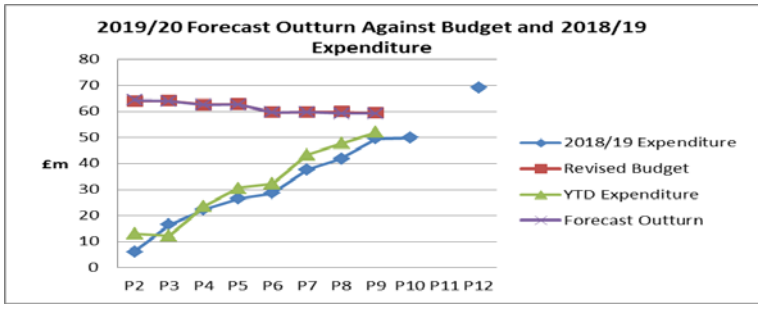
P09

a: 2019/20 Summary Headlines

Revised Budget	Forecast Outturn	Outturn Variance
P9 **£59.3m**	**£59.2m**	**£0.1m** underspend

b: Budget Monitor

1. Overall Position and Movement



Forecast Outturn Variance 2019/20											
£000											
Revised budget	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
59.3	0.0	0.0	(0.1)	(0.1)	(0.0)	(0.1)	0.3	(0.1)			
	▼	▼	▼	▼	▲	▼	▲	▼			

2. Revenue Position by Division

Revenue Position by Division	2019/20 - Full Year			
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance
	£000s			
Housing and Landlord Services	11.6	11.6	11.3	(0.3)
Development of Place	1.3	1.3	1.2	(0.1)
Economy of Place	2.7	3.4	4.0	0.6
Management of Place	45.5	43.0	42.7	(0.3)
Total	61.1	59.3	59.2	-0.1

Key Messages:

The G&R revenue budget is currently reporting a £0.1m underspend as at Period 9.

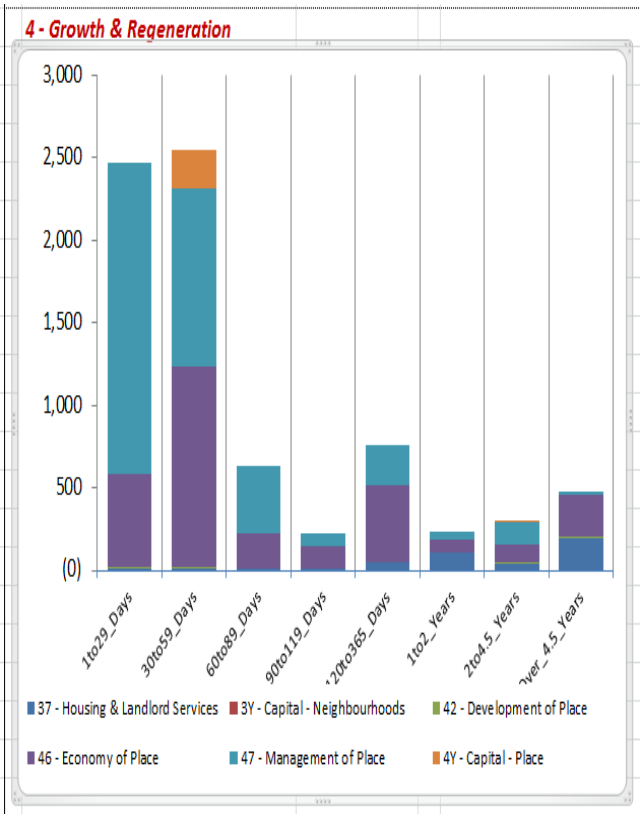
Housing & Landlord Services - £0.3m underspend forecast due to additional costs being able to be capitalised.

Development of Place – £0.1m underspend forecast due slippage in Strategic Planning spend & Housing Delivery salary savings.

Economy of Place – £0.6m overspend forecast due to one-off compensation payments (£0.6m).

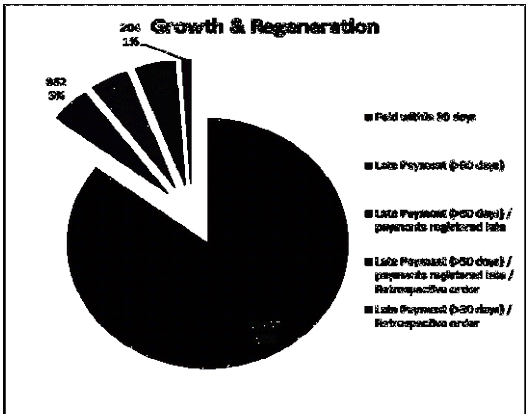
Management of Place – £0.3m underspend forecast due to various minor income improvements, contractor penalties and a potential underspend in Conessionary Travel expenditure.

3. Aged Debt Analysis



4. Payment Statistics

Division	Amount Paid (£)	Number of invoices paid	Average days to pay	Late Payment (>30 days)		Invoice registered late (>30 days after invoice date)		% of late payments registered late	Invoices paid without order		Retrospective order	
4 - Growth & Regeneration												
37 Housing & Landlord Services	7,805,671	4,709	22	170	4%	75	2%	44%	10	0%	140	3%
3Y Capital - Neighbourhoods	4,575,345	458	33	82	18%	45	10%	55%	1	0%	64	14%
42 Development of Place	1,548,472	542	27	59	11%	36	7%	61%	1	0%	34	6%
46 Economy of Place	8,346,445	4,310	39	923	21%	649	15%	70%	47	1%	689	16%
47 Management of Place	66,228,463	7,185	32	1,202	17%	709	10%	59%	38	1%	1,041	14%
4Y Capital - Place	38,266,754	1,526	36	307	20%	167	11%	54%	1	0%	167	11%
4 - Growth & Regeneration Total	126,771,150	18,730	31	2,743	15%	1,681	9%	61%	98	1%	2,135	11%



5. Savings Delivery RAG Status

19/20 G&R Directorate Savings Target (£'000s):	4,290

	This month			Last month		
	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk
No - savings are at risk	32	0	0%	32	32	100%
Yes - savings are safe	3,413	0	0%	3,537	0	0%
SAVING CLOSED - CONFIRMED AS 'SECURED & DELIVERED'	845	0	0%	845	0	0%
NO RAG PROVIDED	0	0	n/a	0	0	n/a
Grand Total	4,290	0	0%	4,414	32	1%
n/a - represents one off savings or mitigations in previous year	-533	0	0%	-533	0	0%
Accelerated efficiencies (balancing line)	0	0	n/a	0%	0%	n/a
WRITTEN OFF	0	0	n/a	0	0	n/a
Grand Total	3,757	0	0%	3,881	32	1%

Top 5 largest savings at risk in (ordered by size of saving at risk)		
ID	Name of Proposal	Value at Risk in 19/20 (£'000)
IN26-2	18/19 ROLLOVER - Increase office rental capacity at Filwood Green Business Park	£ -

Mitigated savings from previous years' that remain 'due' for delivery this year (£'000)	
Amount due from previous year(s):	£ 322
Amount reported at risk:	£ -

Key Changes since last month:

1. A Change Request was approved by DE on 08/01/2020 to split out the FP01 Savings to reflect the following:
- **FP01-8 - SHORTFALL – Mitigations required (£1.1m):** Remains at risk for 20/21
- **FP01-8A - One off mitigations within Neighbourhoods & Communities service (£124k):** Moved to Resources Diretorate and marked as safe for 19/20
- **FP01-8B - One off 19/20 mitigation within G&R Directorate (£256k):** Marked as safe for 19/20
- **FP01-8C - Written off element of 19/20 Third Party Savings following discussion at Delivery Executive 08/01/20 (£380k):** Given the mitigations above were one off only, it was agreed that this saving would not be required on an ongoing basis, and therefore the £380k written off from 20/21 onwards.

2. **IN26-2 18/19 ROLLOVER - Increase office rental capacity at Filwood Green Business Park (£32k):** value of £32k at risk has been removed, although still reporting at risk as not delivering through original method. A change request has been drafted and shared with the service for completion to change the description/delivery method.

c: Risks and Opportunities

GROWTH & REGENERATION DIRECTORATE RISKS & OPPPORTUNITIES - PERIOD 9

Division Name	Service Name	Revenue or Capital	Description	Risk / Opportunity £'000
Management of Place	Bristol Impact Fund	Revenue	**TPP savings applied to grants** which cannot be made due to ongoing commitment to fund voluntary sector services. There is potentially a further £50k pressure if Public Health taper their contribution to BIF.	250
Economy of Place	Strategic City Transport	Revenue	River Avon Project BCC staff costs – reserves are forecast to be used up to cover increased project costs i.e. consultant work as result of senior management projects changes and alignment with BTQ and Western Harbour development aspirations and undertake associated hydraulic modelling and economic assessment	50
				300

This represents the net position after allowing for drawdowns from reserves, some of which are subject to Cabinet approval. In the event that these are not approved or mitigated via underspends elsewhere in the directorate, they will add to the forecast.

d: Capital

Revised Budget	Expenditure to Date	Forecast Outturn	Outturn Variance
£55.8m	**£41.4m** 74% of budget	**£55.9m** 100% of budget	**£0.1m**
2018/19 Comparator			
£82.6m	**£38.9m**	**£71.m**	**(£11.7m)**

Key Messages

The year to date spend is £41.4m of budget (74% delivery) against a revised budget of £55.8m, this is similar to the level of spend last year. £6.3m was the actual spend for P9 (up £2.5m on P8) while the average spend for the year to date has been £4.6m per month. The adjusted forecast for the year is £55.9m and reflects a £0.1m overspend which is mainly from improvements in project progress than previous patterns suggested. This now reflects a realistic level of delivery for the rest of 2019/20 and Senior officers continue to explore new procurement routes to improve overall delivery of the Councils Capital programme.

Appendix A4
Bristol City Council - HRA
2019/20 – Budget Monitor Report

P9

a: 2019/20 Summary Headlines

	Revised Budget	Forecast Outturn	Outturn Variance
P8	£0m	(£2.1m)	(£2.1m)
P9	**£0m**	**(£2.6m)**	**(£2.6m)**

b: Budget Monitor

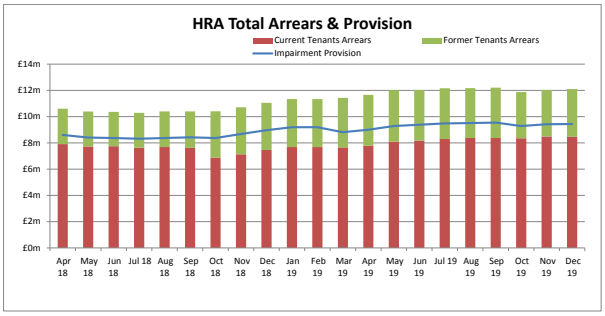
1. Overall Position and Movement

Forecast Outturn Variance 2019/20 £(2.6)m											
Revised	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Budget	(2.4)	(0.2)	0.0	0.0	(1.4)	(1.7)	(2.1)	(2.6)			
£0m	▼	▼	▼	▼	▼	▼	▼	▼			

2. Revenue Position – Income and Expenditure

Revenue Position by Category	2019/20 Revised Budget £m	Forecast Outturn P9 £m	Forecast Variance P9 £m	Forecast Movement P8 to P9 £m
Income	(122.7)	(121.5)	1.2	0.1
Repairs and maintenance	31.7	30.3	(1.4)	0.2
Supervision and Management	30.0	28.8	(1.2)	0.0
Special Services (Rechargeable)	9.2	8.6	(0.6)	(0.1)
Rents, Rates, Taxes and other charges	0.8	0.7	(0.1)	0.0
Depreciation, Revenue funded capital, Interest payable and bad debt provision	51.0	50.5	(0.5)	(0.6)
(Surplus)/Deficit on HRA	**0.0**	**(2.6)**	**(2.6)**	**(0.4)**

3. Debt Position



There is a continual focus on reducing the level of bad debt for 2019/20 through to 2020/21. An action plan is in place to reduce overall arrears, prioritising rent payments, improving performance, improving support methods and reviewing our rents policy. Third Party software is to be procured which uses insight to focus action and resource for income recovery where it will have the biggest impact on tackling arrears through 2020/21.

4. Key Messages

- The forecast outturn underspend will be transferred to the HRA reserves at the year-end.
- There are recruitment and retention issues in the Construction industry generally, and the service is seeking to fill vacancies in order to ensure maximum delivery of the planned programme. If there continues to be a significant level of vacancies this may contribute to a surplus position at the year end as there is no turnover provision within the budget. The service will look to use consultants and other frameworks to deliver if necessary to mitigate against this.
- In order to maximise delivery of the HRA Housing Investment Programme during 2019/20, the service will overprogramme, reduce contingencies and seek to avoid delays in procurement processes where possible. However, during the year the service has had to lose two major contractors due to their failure to provide which has had an impact on the delivery of relets and the movement in forecast since P7.
- During the final quarter the financing of HRA expenditure will be determined based on updated Right to Buy figures and it is not anticipated that new borrowing of £4.8m that was originally budgeted for 2019/20 will be required this year.

c: Risks and Opportunities

Risk	Key Causes	Key Consequence	Key Mitigations
Implementation of Universal Credit (UC)	UC continues to be a risk with increased monthly migrations increasing by around 200	Arrears for this group increasing- increase in claimants over 9 months from 31 March 2019 by 1400 with a £1m increase in UC arrears	New UC Team Leader role Focussed day to day case work Use of Managed Payments All team training on UC management Closer working with DWP and issue log developed
Impact of Grenfell enquiry outcomes	Additional works as a result of Grenfell enquiry outcomes, or the outcomes of independent fire safety checks on clad blocks; public /political pressure to install sprinklers.	This could cost up to £25m if a complete programme is required.	Need to retain flexibility in capital programme to meet outcomes of Grenfell enquiry that does not result in disruption to the rest of the programme.
Zero Carbon Target		May be required to retro fit and ensure compliance for new builds.	City Leap may enable innovative solutions and funding to be identified.
Employees	Due to current market conditions it is difficult to fill vacancies.	If vacancies are not filled then this may impact on the delivery of the programme and result in further underspend against salary budgets.	The service will use consultants and frameworks to maintain delivery of works.
Paint Programme and Electrical Works	Some tenders are greater than originally estimated and additional costs are forecast.	There is a potential overspend of £0.5m for 2019/20.	It is anticipated that this will be offset by underspends in other areas.

d: Capital

Approved Budget	Revised Budget	Expenditure to Date	Forecast Outturn	Outturn Variance
£51.8m	**£49.5m**	**£29.4m**	**£49.5m**	**£0**
		59% of budget	100% of revised budget	
P9 2018/19 figures	Budget £39.2m	Expenditure £20.7m 53%	Outturn £39.2m	

Ref	Scheme	Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast
Housing Revenue Account							
HRA1	Planned Programme - Major Projects	9,558	5,418	9,558	0	57%	100%
HRA2	New Build and Land Enabling	22,164	13,676	22,164	0	62%	100%
HRA3	Building Maintenance and Improvements	17,762	10,331	17,762	0	58%	100%
Total Housing Revenue Account		49,484	29,425	49,484	0	59%	100%

Key messages: The HRA has a 30 year business plan and any planned capital works which are delayed, such as those due to the failure of two major contractors late in 2018/19, will still be required to be delivered in later years.
The service successfully mitigated the collapse of a kitchen contractor by arranging a new contract in order to minimise delay in the planned programme.
Following the termination of the Void North Contract with Jeff Way Group, we have now secured the services of CLC Group who are due to mobilise a new contract from early 2020.

Appendix A5
Bristol City Council - DSG
2019/20 – Budget Monitor Report

P09

SUMMARY HEADLINES

1. Overall Position and Movement

Revised Budget	Forecast Outturn	Outturn Variance	Transfer from reserves
£0m	**£0m**	**£0m**	**£0.8m**

2. Revenue Position by Division

Summary DSG position 2019/20 Period 09 (all figures in £000s)

	DSG funding/budget 2019/20	Forecast outturn Period 09 2019/20	Forecast Variance	Forecast outturn Period 08 2019/20	Movement in Forecast P08 to P09
Schools Block	259,445	259,445	0	259,445	0
De-delegation	0	0	0	0	0
Schools Central Block	2,329	2,329	0	2,329	0
Early Years	36,461	35,900	(561)	36,045	(145)
High Needs Block	58,904	60,269	1,365	60,281	(12)
Total	**357,139**	**357,943**	**804**	**358,100**	**(157)**

(NB Budgeted spend includes funding for academies, Free Schools and Colleges which is recouped by the Education and Skills Funding Agency from the Dedicated Schools Grant before the Local Authority receives it).

At this stage of the year, the only variances are in Early Years (-£0.561m) and High Needs (+£1,365k).

3. Latest Financial Position

The approved budget for 2019/20 included use of funding for High Needs in advance (from 2020/21). The forecast position against the latest known DSG funding and the approved additional budget is an overall overpend of £804k.

The Early Years DSG income is based on 5/12ths of the January 2019 census and 7/12ths of the January 2020 census. Expenditure is based on 4 census positions through the year, the first two of these January 2019 and May 2019 are known and the forecast is based on these participation levels. Additionally a 19% reduction in participation for 2 Year Olds has been forecast, which is being pursued by Early Years team, reducing funding by £415k (as 7/12ths is derived from the January 2020 census), along with a reduction in expenditure of £719k (as this is across the whole financial year).

The High Needs budget approvals for 2019/20 included transfers of £2.566m from other areas of the DSG and £2.407m more funding drawn in advance from 2020/21. Both of these actions boosted the original HNB allocation by £4.973m. There are DSG reserves available to cover this forcast overspend but these have been built up across the funding blocks so Schools Forum will need to agree movements between blocks at year end or agree to carry a deficit balance into future years. This position is expected to continue into next financial year so we will need to explore opportunities to transfer funding from other blocks within the DSG budget to best meet our need or look at a longer term recovery plan.

4. Payment Statistics

Division	Amount Paid (£)	Number of invoices paid	Average days to pay	Late Payment (>30 days)		Invoice registered late (>30 days after invoice date)		*% of late payments registered late*	Invoices paid without order		Retrospective order	
7 - Dedicated Schools Grant												
17 Dedicated Schools Grant	7,346,274	1,161	43	442	38%	309	27%	70%	9	1%	332	29%
7 -Dedicated Schools GrantTotal	**7,346,274**	**1,161**	**43**	**442**	**38%**	**309**	**27%**	**70%**	**9**	**1%**	**332**	**29%**

Appendix A6
Bristol City Council – Public Health Grant
2019/20 – Budget Monitor Report

P09

a: 2019/20 Summary Headlines

	Revised Budget	Forecast Outturn	Outturn Variance	Reserve Drawdown
P09	**£0m**	**£0m**	**£0m**	**£0.102m**

b: Budget Monitor

- Public Health (PH) spend is within the Grant of £31.628m awarded for 2019/20. This will be achieved by the planned use of a small drawdown of £0.102m from the Public Health reserve
- While the PH grant has been reduced by 2.6% in this financial year Public Health England has announced that there will be a 1% plus inflation increase next year, 2020/21.
- This reverses the policy of continued reduction in the amount of grant awarded over the last five years and will significantly contribute to easing the pressure on the service and enabling greater focus on investment in developing the service
- The service has successfully addressed the £1.8m cost pressure on the budget by a combination of releasing savings through restructure and decommissioing this has allowed the one-off reserve drawdown from the Public Health reserve to be reduced
- The Forecast for Period 9 is unchanged and includes a one-off drawdown of £0.102m. This is due to a break in transferring the IDVAS service from the current provider, University Hospitals Bristol to Next Link.
- The next phase of the PH Commissioing investment plan will be funded from a combination of the increase in grant for 2020/21 together with further efficiency savings identified through the review of current services.
- The investment will focus on developing Commissioing startegies and plans for the key services highlighted in the consultation review including Domestic Abuse, Sexual Health and support to vulnerable Children.

1. Capital Programme

1.1. The following table below (Figure 1) sets out the forecast Capital Outturn position for 2019/20 by Directorate, with further detail provided in Directorate appendices and a full programme summary at the end of this report.

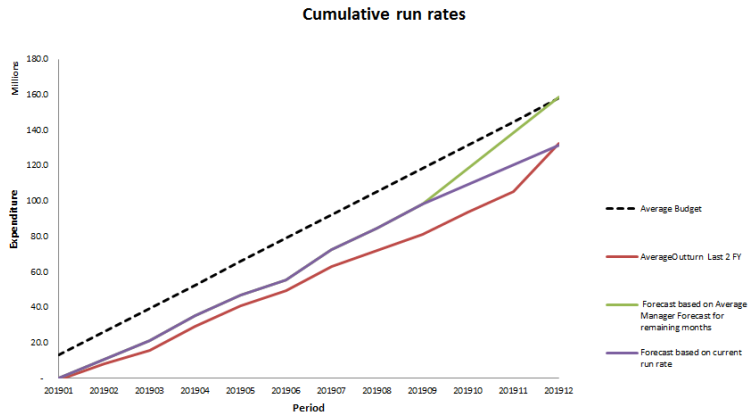
Figure 1 - Capital Indicative Forecast Outturn position for 2019/20 by Directorate

Approved Budget	Previous Period Reported Budget	Directorate	Revised Budget	Actual Spend to date	Budget Spend to date	Forecast Outturn	Variance
£m	£m		£m	£m	%	£m	£m
25.8	22.0	People	22.0	10.8	49%	22.0	0.0
17.7	16.1	Resources	16.1	7.6	47%	16.0	(0.1)
130.4	55.8	Growth and Regeneration	55.8	41.4	74%	55.9	0.1
173.9	**93.9**	**Sub-total**	**93.9**	**59.8**	**64%**	**93.9**	**0.0**
10.7	0.0	Corporate	0.0	0.0	0%	0.0	0.0
51.8	49.5	Housing Revenue Account	49.5	29.4	59%	49.5	0.0
236.4	**143.4**	**Total Core Capital Programme**	**143.4**	**89.2**	**62%**	**143.4**	**0.0**
	15.0	Commercial Investments	15.0	8.7	58%	15.0	0.0
236.4	**158.4**	**Total Capital & Investments**	**158.4**	**97.9**	**62%**	**158.4**	**0.0**

1.2. The Commercial Investments are in relation to our investments with our wholly owned companies, City Funds LP, Bristol Credit Union, and the Avon Mutual Regional Community bank. No further investments made during December.

1.3. The current forecast assumes that the average monthly spend for the remainder of the year will increase from the current spend run-rate. Given the level of spend to date (£98m) as indicated in (Figure 1) and the current run rate table along with making comparisons with previous years expenditure (Figure 2) the outturn is projected to be region of £145m based on current and previous spend trends. This is marginally below the current forecast of £158m.

Figure 2 – Period 9 Capital Forecast and Run-Rate Comparison



To note the 2019/20 budget has decreased by £22m from Period 8 to the revised Period 9 budget of £158m following the recommendation in the P8 report to re-profile the budgeted underspend from 2019/20 to later years.

Appendix B1

Gross Expenditure by Programme

Ref	Scheme	Current Year (FY2019) - Period 9				Performance to budget	
		Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast
		£000s				%	
People							
PE01	School Organisation/ Children's Services Capital Programme	14,849	8,431	14,849	0	57%	100%
PE03	Schools Devolved Capital Programme	1,900	1,382	1,900	0	73%	100%
PE04	Non Schools Capital Programme	279	309	279	0	111%	100%
PE05	Children & Families - Aids and Adaptations	170	20	170	0	12%	100%
PE06	Children Social Care Services	745	95	745	0	13%	100%
PE06B	Adult Social Care – Better Lives at Home Programme	3,727	451	3,727	0	12%	100%
PE08	Care Management/Care Services	228	137	228	0	60%	100%
PE10	Sports Capital Investment	120	7	120	0	5%	100%
Total People		**22,018**	**10,831**	**22,018**	**0**	**49%**	**100%**
Resources							
NH08	Omni Channel Contact Centre (ICT System development)	0	(44)	0	0		
PL21	Building Practice Service - Essential H&S	3,504	1,530	3,207	(297)	44%	92%
PL27	Vehicle Fleet Replacement Programme	2,391	2,112	2,560	169	88%	107%
PL36	Investment in Markets infrastructure & buildings	90	21	90	0	23%	100%
RE01	ICT Refresh Programme	1,620	95	1,620	0	6%	100%
RE02	ICT Development - HR/Finance	1,317	861	1,317	0	65%	100%
RE03	ITTP – IT Transformation Programme	6,399	2,955	6,399	0	46%	100%
RE05	Mobile Working for Social Care (Adults & Children)	781	104	781	0	13%	100%
Total Resources		**16,102**	**7,633**	**15,974**	**(128)**	**47%**	**99%**
Growth & Regeneration							
GR01	Strategic Property – Temple Meads Development	1,898	1,444	1,898	0	76%	100%
GR03	Economy Development - ASEA 2 Flood Defences	2,588	692	2,398	(190)	27%	93%
GR06	Innovation & Sustainability - OPCR 2	819	1,301	819	0	159%	100%
NH01	Libraries for the Future	73	4	73	0	6%	100%
NH02	Investment in parks and green spaces	1,346	927	1,346	0	69%	100%
NH03	Cemetries & Crematoria - Pending Business Case Development	100	10	100	0	10%	100%
NH04	Third Household Waste Recycling and Re-use Centre	304	96	304	0	32%	100%
NH06	Bristol Operations Centre - Phase 1	280	110	280	0	39%	100%
NH06A	Bristol Operations Centre - Phase 2	564	428	564	0	76%	100%
NH07	Private Housing	2,579	2,384	3,267	688	92%	127%
PL01	Metrobus	592	337	(411)	(1,003)	57%	-69%
PL02	Passenger Transport	985	571	985	0	58%	100%
PL03	Residents Parking Schemes	103	60	103	0	58%	100%
PL04	Strategic Transport	4,199	3,919	4,199	0	93%	100%
PL05	Sustainable Transport	4,530	3,337	4,530	0	74%	100%
PL06	Portway Park & Ride Rail Platform	885	0	885	0	0%	100%
PL08	Highways & Drainage Enhancements	165	202	165	0	123%	100%
PL09	Highways infrastructure - bridge investment	295	285	295	0	97%	100%
PL09A	Highways infrastructure - Chocolate Path	726	551	1,272	546	76%	175%
PL10	Highways & Traffic Infrastructure - General	7,128	5,204	7,128	0	73%	100%
PL10B	Highways & Traffic - Street Lighting	146	67	146	0	46%	100%
PL10C	Transport Parking Services	50	0	50	0	0%	100%
PL11A	Cattle Market Road site re-development	1,491	1,161	1,491	0	78%	100%
PL13	Filwood Green Business Park	58	0	158	100	0%	272%
PL14	Bristol Legible City Scheme	194	92	194	0	47%	100%
PL15	Environmental Improvements Programme	173	72	173	0	41%	100%
PL16	Economy Development - ASEA 1 Flood Defences	41	1	0	(41)	4%	0%
PL17	Resilience Fund (£1m of the £10m Port Sale)	312	178	312	0	57%	100%
PL18	Energy services - Renewable energy investment scheme	301	279	301	0	93%	100%
PL18A	Energy Services – Bristol Heat Networks expansion	2,544	1,441	2,544	0	57%	100%
PL18B	Energy Services - School Efficiencies	439	324	439	0	74%	100%
PL18D	Energy Services - EU Replicate Grant	504	1,006	461	(43)	200%	91%
PL20	Strategic Property	141	304	141	0	215%	100%

Gross Expenditure by Programme

Ref	Scheme	Current Year (FY2019) - Period 9				Performance to budget	
		Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast
		£000s				%	
PL22	Strategic Property - Investment in existing waste facilities	8	8	8	0	100%	100%
PL23	Strategic Property - Temple St	195	173	195	0	89%	100%
PL24	Colston Hall	10,292	7,869	10,292	0	76%	100%
PL28	Bottleyard Studios	63	63	134	71	101%	213%
PL30	Housing Strategy and Commissioning	8,708	6,491	8,708	0	75%	100%
Total Growth & Regeneration		**55,819**	**41,389**	**55,947**	**128**	**74%**	**100%**
Total Core Capital Expenditure		**93,939**	**59,852**	**93,939**	**0**	**64%**	**100%**
Housing Revenue Account							
HRA1	Planned Programme - Major Projects	9,558	5,418	9,558	0	57%	100%
HRA2	New Build and Land Enabling	22,164	13,676	22,164	0	62%	100%
HRA3	Building Maintenance and Improvements	17,762	10,331	17,762	0	58%	100%
Total Housing Revenue Account		**49,484**	**29,425**	**49,484**	**0**	**59%**	**100%**
Commercial Investments							
PL30A	Housing Programme delivered through Housing Company	1,024	534	1,024	0	52%	100%
ZZ01	Commercial Investments - Funding	13,940	8,185	13,940	0	59%	100%
Total Commercial Investments		**14,964**	**8,718**	**14,964**	**0**	**58%**	**100%**
Total Capital Expenditure		**158,388**	**97,995**	**158,388**	**0**	**62%**	**100%**

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 04 February 2020

TITLE	**Procurement of a Joint Occupational Health Provision and Employee Assistance Programme**	
Ward(s)	N/A	
Author: John Walsh		**Job title:** Director of Workforce and Change
Cabinet lead: Craig Cheney		**Executive Director lead:** Mike Jackson
Proposal origin: *BCC Staff*		
Decision maker: Cabinet Member **Decision forum:** *Cabinet*		
Purpose of Report: **To seek approval from Cabinet to procure a joint contract for Occupational Health (OH) provision and Employee Assistance Programme (EAP) from December 2020 for up to 5 years.**		

Evidence Base:

1. Since January 2017, Occupational Health Services to the Council have been supplied by Avon Partnership Occupational Health Service. The service was commissioned on a 3 year contract with the option to extend the contract for a further two years through the use of annual extensions. The Council has exercised the right to extend the contract for one year (to 31 December 2020).

2. The Employee Assistance Programme service is supplied by Vita Health Group and the contract ends on 31 January 2021.

3. As both contracts are due to expire at a similar time we are seeking to procure a service whereby our OH and EAP responsibility and provision is under one supplier. This will improve efficiency and effectiveness and should secure better value for money for the Council. It will also enable us to consolidate our offer of wellbeing support holistically whilst at the same time having key performance indicators (KPIs) to secure best value from the contract.

4. It is proposed the service will be tendered via the ESPO system. This is compliant with EU procurement law. All of the suppliers on the ESPO framework have been selected for their ability to provide customers with a comprehensive range of services that combine quality and value. The procurement approach complies with both the Council's Procurement Regulations and the Public Contract Procurement Regulations 2015.

5. All bidders must be able to demonstrate how they will deliver social value and meet the requirements of the Council's social value policy. Tenders will be evaluated on the basis of 50% quality, 20% social value and 30% on price.

6. The specification includes a requirement that there must be compliance with the Council's Equalities and Diversity Policies.

7. The proposed arrangements will ensure all employees will have access to a comprehensive suite of

Occupational Health and Counselling support, which is provided to enable them to stay at work, return to work quickly following an illness or injury and maintain and secure their health and wellbeing. Where employees have sickness absence, it is essential to ensure that employees are helped to return to work, taking a holistic view of employees' health and wellbeing to enable them to carry on working. A feature of the specification will be that clear pathways will be provided so employees and managers can easily understand how services can be accessed.

Cabinet Member Recommendations:
That Cabinet

1. Approve the procurement of a new OH and EAP provision for 3 years plus up to 2 years extension at a cost of £1.825m.
2. Authorise the Executive Director Resources in consultation with the Deputy Mayor/Cabinet Member Finance Governance and Performance to take all steps necessary to procure and award the contract.

Corporate Strategy alignment:

This proposal supports our Organisational Improvement Plan priority in relation to employee health and wellbeing.

City Benefits:

The proposed arrangements are part of our support to our workforce to enable employees to remain healthy at work and continue to be self-sufficient and able to contribute to the life and work of the City.

It is essential that the City Council demonstrates it leadership and commitment to supporting people to be well at work. The proposals complement the work of the Thrive programme across the City.

Consultation Details:

The City Council's Trade Unions and the Disabled Employees Group have been advised of the proposals and will be involved in developing the tender specification for the service before the commissioning process commences.

Background Documents: https://www.espo.org/Frameworks/ProfessionalServices_1

Revenue Cost	**£365,000 per annum**	**Source of Revenue Funding**	Revenue
Capital Cost	**£ Not applicable**	**Source of Capital Funding**	
One off cost ☐	**Ongoing cost** ☒	**Saving Proposal** ☐	**Income generation proposal** ☐

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

1. **Finance Advice*:***

It is proposed to utilise the appropriate ESPO Framework for the re-procurement of managed service provider for OH&EAP provision, as the existing contracts are due to expire in Dec 2020 and Jan 2021 respectively. This will be a competitive process involving those who are listed on the framework, and following review, is deemed by officers the most cost-effective route to the provision of appropriately skilled resources. Tender arrangements will be designed to maximise social value outcomes. The revenue cost is within the current budget

Finance Business Partner: Kevin Lock, 12th November 2019

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. The use of compliant term contracts or frameworks will meet this requirement. Otherwise compliant procurement processes must be followed.
Equalities
The Public Sector Equality duty requires the decision maker to consider the need to promote equality for persons with "protected characteristics" and to have due regard to the need to i) eliminate discrimination, harassment, and victimisation; ii) advance equality of opportunity; and iii) foster good relations between persons who share a relevant protected characteristic and those who do not share it.
The Equalities Impact Check/Assessment is designed to assess whether there are any barriers in place that may prevent people with a protected characteristic using a service or benefiting from a policy. The decision maker must take into consideration the information in the check/assessment before taking the decision.
A decision can be made where there is a negative impact if it is clear that it is necessary, it is not possible to reduce or remove the negative impact by looking at alternatives and the means by which the aim of the decision is being implemented is both necessary and appropriate.

Legal Team Leader: Husinara Jones - 24th January 2020

3. Implications on IT: None

IT Team Leader: Simon Oliver 11th November 2019

4. HR Advice

In order to comply with its obligations under employment and health and safety legislation it is essential that the Council has prompt access to high-quality medical advice, employee health monitoring and immunisation services. TUPE Regulations are likely to apply where this is a service provision change from one supplier to another.

HR Partner: James Brereton – 5th December 2019

EDM Sign-off	**Mike Jackson**	18 December 2019
Cabinet Member sign-off	**Councillor Craig Cheney**	**9 December 2019**
For Key Decisions - Mayor's Office sign-off	**Mayor's Office**	**6 January 2020**

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

Bristol City Council Equality Impact Assessment Form

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

Name of proposal	**Occupational Health and EAP procurement and implementation approval.**
Directorate and Service Area	Resources
Name of Lead Officer	Ros Jiggins

Step 1: What is the proposal?

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

1.1 What is the proposal?
Currently BCC has an Occupational Health* contract and a separate Employee Assistance Programme* contract in place. Both contracts are due to expire at a similar time (OH in Dec 2020 and EAP Jan 2021). With that in mind BCC is seeking to procure a service whereby our OH and EAP responsibility and provision is under the one supplier for parity and consistency. In this case there is a requirement to go out to tender in one contract. This will enable us to consolidate our offer of wellbeing support holistically whilst balancing service level agreements, to ensure we get the best value and support from the contract. We will aim to procure a service where all individuals are supported on the basis of their protected characteristics. **OH and EAP referrals are by their nature highly confidential, the EAP aspect supports employees through many psychological and mental health concerns.**

Step 2: What information do we have?

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

2.1 What data or evidence is there which tells us who is, or could be affected?
Over 1000 employees of BCC utilise the OH and EAP service per year, there is diversity monitoring in use, anonymised due to the nature and confidentiality of the servcie.
2.2 Who is missing? Are there any gaps in the data? No
2.3 How have we involved, or will we involve, communities and groups that

could be affected? The suppliers are been commissioned from a Framework where the public sector equality duty has already been addressed.

Step 3: Who might the proposal impact?

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

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?
Whilst we have not identified any negative impact from the proposal at this stage we need to ensure that the replacement OH and EAP services fully meet the needs of service users.
3.2 Can these impacts be mitigated or justified? If so, how?
Yes, the suppliers are been commissioned from a Framework where the public sector equality duty has already been addressed. The ESPO framework requires that suppliers on the framework demonstrate equality and diversity within their own organisation and that they proactively work with their staff to ensure that they take similar steps with regards any future recruiting and retention of their staff and afford the same considerations for any work undertaken .
3.3 Does the proposal create any benefits for people with protected characteristics?
The proposal is inclusive for everyone at BCC, As above ESPO suppliers are required to demonstrate equality and diversity in OH and EAP support.
3.4 Can they be maximised? If so, how?
As above

Step 4: So what?

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

4.1 How has the equality impact assessment informed or changed the proposal?
• The equality impact assessment has highlighted that equality and diversity are considered at each stage in the process to garner the best support for

all employees.
4.2 What actions have been identified going forward? As above
Request detailed information from any future EAP provider with regards to adherence with equalities and how equalities are respected.
4.3 How will the impact of your proposal and actions be measured moving forward?
As above

Service Director Sign-Off: John Walsh	Equalities Officer Sign Off: Duncan Fleming
Date: 11/12/2019	Date:2/12/19

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 04 February 2020

TITLE	Procurement of a Replacement Revenues and Benefits Software System and Replacement of IT Infrastructure
Ward(s)	All
Author: Martin Smith	**Job title: Head of Revenues**
Cabinet lead: Cllr Cheney	**Executive Director lead: Mike Jackson**
Proposal origin: *Other*	
Decision maker: Full Council **Decision forum:** *Cabinet*	

Purpose of Report:

The Council's critical Revenues and Benefits software systems need to be re-procured to ensure compliance with procurement regulations. Additionally the core system currently sits on an unreliable underlying infrastructure (P750 server) and therefore there is a need to move the software (and others that sit on the same infrastructure) to a new alternative to ensure the Council has stable and secure systems for the foreseeable future. Cabinet is asked to approve this work, which is a key decision given the costs associated.

Evidence Base:

Context

The Revenues and Benefits services are critical for Bristol Council, delivering a suite of fundamental activities:

- Collection of council tax and business rates totalling some circa £600m in order to fund other core Council services
- Distribution of Housing Benefit and Council Tax Reduction totalling circa £200m in a timely and compliant manner, including to itself as a landlord.
- Payment of Discretionary Fund, i.e. Discretionary Housing Payments (DHP) and Local Crisis & Prevention Fund (LCPF) though.

The services above are underpinned by a suite of systems and technologies, however in recent months it has become apparent that the underlying infrastructure is end of life (P750 server), and increasingly unreliable which has led to a number of days when the system has been 'down' (unavailable) with significant impact on citizens as well as Council resources. This has also impacted the other five systems that also sit on the same infrastructure. There is a requirement to identify a more stable solution for all systems on this same infrastructure.

Additionally a number of the Revenues and Benefits core systems are at the end of their contracts, and therefore a requirement to re-procure in order to maintain compliance with procurement regulations and ensure value for money. There are 5 systems in this same position. The overall associated contractual landscape is also complex given its evolution over the years, and therefore there is an ambition to rationalise and simplify the number of systems and contracts wherever possible.

Overall, due to the risk of platform failure, and requirement for contract compliance 'doing nothing' is not considered a viable option. See Appendices A1 and A2 for more info about the options explored and their advantages and

disadvantages.

Work to date

Two projects have been underway to explore both the Revenues and Benefits software/contracts, and the associated ageing infrastructure. These projects have:

- Documented the high level as-is technology landscape and associated business functions
- Clarified the detailed status of the contract landscape
- Conducted research (i) from other Local Authorities to better understand what systems other authorities use for revenues and benefits; and (ii) from external bodies with experience of delivering this type of change, as well as other large scale technology projects in the Council
- Conducted soft market testing exercise to understand the supplier market, including a suite of supplier days
- Completed health-check with incumbent supplier (Northgate) to assess potential for optimising current estate and identify gaps
- Options development considering the benefits that can be achieved by different solutions and routes to market, balanced against cost, risk, time and effort to deliver (*see Appendix A1 and A2*)
- Conducted review of underlying infrastructure and potential new solutions and costings

Key findings

The key findings from the reviews above were structured into two business cases which have been considered through internal decision making boards. Both business cases considered a variety of options and assessed against the ability to address the issues of procurement compliance and reliability above. Options were also assessed for value for money. In both cases, 'doing nothing' has been discounted as not viable given the high risk of system failure.

For the Revenues and Benefits contracts, the overall conclusion was that remaining with incumbent systems but rationalising and enhancing these would deliver the required compliance, but also this option would be deliverable for significantly less cost than alternative options (for example conducting further competition in the market) and therefore better value for money over the period of the contract.

For the ageing infrastructure (P750) the solutions assessment recommends that:

- Due to the re-procurement of the Revenues and Benefits systems, and the restrictions imposed by the framework to procure, that Bristol City Council invests in two new servers, networked over two physical sites, to give improved resilience for these systems. These servers are expected to last for at least the same length of the new Revenues and Benefits systems contract, and will provide at least 99.5% up time.
- Other continuing system (ARC GIS and IDOX described below) are moved to the Azure Cloud, in line with the Council's agreed IT strategy.
- Legacy data, required for audit and reporting purposes, from OHMS and Lagan (also described below) is move and stored within the new data lake, being provided through the IT strategy.
- The P750 is decommissioned, and removed from the IT estate.

Next steps

Part 1 - Revenues and Benefits contracts

With Cabinet's agreement, officers will:

- Procure Northgate via direct award using DAS framework. Contract will be up to 7 years including options. This will also rationalise/simplify the suite of Northgate contracts.
- Transition the provider for template documents in respect of Housing Benefit from Gandlake to xlPrint, to rationalise the systems estate and deliver ongoing savings.
- Procure and implement four additional Northgate modules to enhance current efficiency of the service for staff and citizens.
- Direct award through other compliant routes to market for remaining ancillary systems.
- Transition the Revenues and Benefits system (which cannot be hosted in the cloud due to constraints of the framework) from the current ageing infrastructure to alternative infrastructure (two servers over two sites networked and configured to give improved resilience). This is anticipated to give a 99.5% up-time,

significantly reducing the number of unplanned outages. This will also provide improved performance, and provide a standalone dedicated reporting database instance for Revenues & Benefits. The lifespan of the technology is expected to be between 5-7 years, which will align to the proposed contract length for associated Revenues and Benefits software.

Key justifications for recommending the above:

- Fully delivers against the original core drivers of procurement compliance and system reliability
- Best value for money
- Takes account of the wider context and uncertainty of Housing Benefit future service delivery (Universal Credit), but also acknowledges the significant changes being delivered via the IT Transformation programme(ITTP) – this does not feel optimal timing to progress with more fundamental changes Delivers annual savings.
- Ability to formalise terms and conditions to mitigate performance issues
- Lowest risk/complexity to implement, however it should be noted that any change with technology does not come without risk. The implementation of a replacement server and the transition of the revenues and benefits system will inevitably lead to some downtime through its implementation. This will be managed by having robust implementation plans which are agreed with the Revenues and Benefits service in advance, to minimise disruption to system and service users. The project will also follow robust IT strategies including backups and disaster recovery where needed.

Frameworks and routes to market identified above have been approved for use in accordance with the Council Procurement Rules. However, the use of the frameworks and the resulting contracts that come from these must remain satisfactory in terms of financial arrangements and terms and conditions before finalising.

Part 2: Other systems on the same ageing infrastructure
As per attached business case *'Appendix A1: Remove P750 & AIX from the estate (the server and operating system)'* the following is recommended -

- Re -host 3 systems currently sitting on the P750 into the cloud (Azure) which is being set up as part of the IT Transformation programme.
    - IDOX Local land and property gazetteer (LLPG) product – Local land and property gazetteer - property management service dealing with local land searches
    - IDOX Total Land Charges (TLC) – system to manage charges for land searches
    - ESRI - ARC GIS – Geographical information system which provide mapping services to Bristol Council and other Local Authorities
- Current assumption is that the following systems will each be transitioned to a data archiving solution:
    - Legacy Housing Mgmt System (OHMS) to support the ongoing needs for Housing, incl. audit and reporting purposes
    - Kana Lagan , system that holds legacy data related to the building regulations and planning team
- Decommission the P750 server.

The work will continue to be governed within internal governance arrangements using boards such as Exec Directors' Meetings (EDMs) and Corporate Leadership Board (CLB) to provide quality assurance and oversight. The Full Business Cases associated with this work will build confidence in the resources and time required to implement the change activities described, and will be subject to the project portfolio's standard gateway sign-offs.

Cabinet Member / Officer Recommendations:
That Cabinet

1. Approve the procurement of a replacement Revenues and Benefits Software System and replacement of IT Infrastructure.
2. Authorise the Director of Finance, in consultation with the Cabinet Member for Finance, Governance & Performance, to:
   a) procure the Northgate solution from the approved Data and Applications Solutions framework for a term of up to 7 years;
   b) procure 3 other ancillary Revenues and Benefits systems for term of between 4-7 years from G-Cloud and

Kent Reseller Framework;

c) approve the implementation of additional modules and other change activities to support the rationalisation of systems (estimated to be a one off cost of approximately £225k, of which £120k to be funded from the Line of Business Reserve).

3. Authorise the Director of Digital Transformation, in consultation with the Cabinet Member for Finance, Governance & Performance, to:
   a) Procure a replacement platform (servers and operating system) for the transition of the core Revenues and Benefits system to an alternative, more robust platform;
   b) transition other referenced systems to the cloud (IDOX LLPG, IDOX TLC and ESRI ARC GIS), or data archive solution (Kana Lagan and Legacy Housing Management system OHMS)

4. Note that the costs in recommendation 3 are estimated to cost approximately £530k and are fully funded from the Line of Business Reserve.

Corporate Strategy alignment:
This proposal contributes to the following corporate strategy themes/ principles "Redesign the council to work effectively as a smaller organisation".

City Benefits:
This proposal will ensure critical systems are moved to more robust/reliable platforms ensuring stability for the services in scope, reducing risk of system failure and thus impact on service users. Additionally securing the Revenues and Benefits contract(s) will allow colleagues to concentrate their efforts on providing appropriate services to the citizens of Bristol.

Consultation Details:
Public consultation not applicable. Internal engagement has been completed – discussions with Portfolio Holder, Finance Director and Executive Director.

Background Documents:
Cabinet 03 July 2018 - " IT Strategy 2018 - 2023: Delivering services that our users and citizens expect and deserve" - The linkage to our cabinet report is that it is the Council's IT strategy until 2023. The strategy describes the Cloud-first approach and how we want to serve our customers/citizens going forward.

Revenue Cost (Ongoing)	£3.171m over 7 years	**Source of Revenue Funding (ongoing)**	**Ongoing (licenses etc) –** contained within existing service budgets
Revenue cost (one off)	£0.158m	**Source of Revenue Funding (one off)**	**One off costs for Revenues and Benefits Software** - £0.03m from Revenues /Benefits - £0.07m from 20/21 contract savings – IT budget - £0.05m Key Line Of Business
Capital Cost	£0.595m	**Source of Capital Funding**	Key Line of Business Reserve
One off cost ☒	**Ongoing cost ☒**	**Saving Proposal ☐**	**Income generation proposal ☐**

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

1. Finance Advice:
This report requests approval to secure new contracts for the Council's Revenues and Benefits systems. The contracts would be for 5yrs + 2yrs, up to total 7 years, at a cost of £2.9m. At the same time there would be a replacement of the ageing IT server/platform on which these systems sit.

Consequent Revenue costs will be contained within existing budgets and there is no incremental Revenue cost implication. Rather, a net saving to Revenue of £0.08m p.a. is planned (representing maintenance and support).

Capital funding of £0.6m is required for Software- and Hardware-related expenditure.
It is proposed that this capital funding comes from Budget 20/21 earmarked Key Line of Business Reserve (original Reserve total £2m).

The financial phasing is planned as follows:

	Year 0 £'000	Year 1 £'000	Year 2 £'000	Year 3 £'000	Year 4 £'000	Year 5 £'000	Year 6 £'000	Year 7 £'000	Total £'000
Revs and Bens Software Contract									
One-Off Revenue Expenditure (Finance)	30								**30**
One-Off Revenue Expenditure (Revs & Bens)	1	6							**7**
One-Off Revenue Expenditure (IT)		68							**68**
Recurring Revenue Expenditure (IT)		396	394	397	401	416	438	451	**2,893**
Recurring Revenue Savings (IT)		- 465	- 465	- 465	- 465	- 465	- 465	- 465	**- 3,256**
Net Revenue	31	6	-71	-68	-64	-49	-27	-14	**-257**
Net Capital	0	99	0	0	0	0	0	0	**99**
Server Decommissioning And Replacement									
One-Off Revenue Expenditure (Revs & Bens)		8							**8**
One-Off Revenue Expenditure (IT)		45							**45**
Recurring Revenue Expenditure (IT)		40	40	40	40	40	40	40	**278**
Recurring Revenue Savings (IT)		-72	-72	-72	-72	-72	-72	-72	**-501**
Net Revenue		21	-32	-32	-32	-32	-32	-32	**-170**
Net Capital	11	485	0	0	0	0	0	0	**496**
Total									
Total Net Revenue	**31**	**26**	**-103**	**-100**	**-96**	**-81**	**-59**	**-46**	**-427**
Total Net Capital (1)	**11**	**584**	**0**	**0**	**0**	**0**	**0**	**0**	**595**

Net Capital (1) *Includes 10% cost contingency*

The service must ensure that in due course its detailed project plan includes action to formally close down current costs in order to secure the savings as proposed here.

Finance Business Partner: Jemma Prince 23/1/20

2. Legal Advice: The procurement of both the replacement software and any associated hardware will need to comply with the Public Contracts Regulations 2015 (PCR), and the Councils own procurement Rules. Proposals to make use of existing Frameworks and G Cloud etc, which have been established in compliance with those Regulations, will ensure compliance provided these are used correctly.

Legal Team Leader: Eric Andrews, Team Leader, Legal Services (06/12/2019)

3. Implications on IT: IT Services view the re-platforming of the Revs and Bens system, and ensuring the longevity the current solution, as being urgent activities which underpin this critical service. We are fully supportive of all aspects of this proposal. This design has been reviewed by the Architectural Review Board (ARB) and agreed, in light of the prohibitive licensing costs provided by Oracle this is an agreeable option that gives technical longevity and supportability in addition to better usability for our colleagues.

IT Team Leader: Simon Oliver, Director of Digital Transformation, 30th December 2019

4. HR Advice:
For the infrastructure changes, bolstering LINUX skills will build resilience. TUPE is unlikely to apply due to the proposal to move from IBM/AIX to LINUX. Permanent recruitment should be pursued rather than long-term use of contractors/interims. For the revenues and benefits software, there are not deemed to be any major HR implications; however there is the potential for reduction of 1 full-time equivalent employee due to automation of tasks, to be explored through next phase of business case shaping.

HR Partner: James Brereton (People & Culture Manager), 13/01/2020

EDM Sign-off	Mike Jackson	27/11/2019
Cabinet Member sign-off	Cllr Cheney	06/01/2020
For Key Decisions - Mayor's	Mayor's Office	06/01/2020

Office sign-off		

Appendix A – Further essential background / detail on the proposal Appendix A1 – Outline Business Case for server replacement Appendix A2 – Options Appraisal for revenues and benefits systems/contracts	**YES**
Appendix B – Details of consultation carried out - internal and external	**NO**
Appendix C – Summary of any engagement with scrutiny	**NO**
Appendix D – Risk assessment	**NO**
Appendix E – Equalities screening / impact assessment of proposal	**YES**
Appendix F – Eco-impact screening/ impact assessment of proposal	**YES**
Appendix G – Financial Advice	**NO**
Appendix H – Legal Advice	**NO**
Appendix I – Exempt Information	**NO**
Appendix J – HR advice	**NO**
Appendix K – ICT	**NO**

Business Case

Includes **Mandate, Outline Business Case and Full Business Case documents**

A. PROJECT SUMMARY INFORMATION

Project Name:	**Remove P750 & AIX from the estate (the server and operating system)**		
Project ID (if known):	**17-EN-72**		
Cabinet Member:	Cllr Cheney	**Lead Officer (Sponsor):**	Simon Oliver
Directorate(s):	Resources (but also impact on other service areas)	**Associated service areas:**	Various
Report lead author(s):	**Mandate:** Sian Houdmont (Change Business Partner) **Outline Business Case:** Barry Scrase (IT Project Manager)		
Report recipients:	Simon Oliver – Director, Digital Transformation; Denise Murray – Director, Finance; Resources EDM, Cabinet		

B. ORGANISATIONAL CONTEXT

Alignment to corporate theme(s):	Corporate - supports the IT strategy (essential replacement)
Project category:	☐ Saving delivery ☒ Compliance / Statutory ☒ Risk reduction ☐ Cost avoidance ☐ Improved outcomes ☒ Enabling
Council Budget saving delivery:	**N/A**

C. DOCUMENT CONTROL

Sections complete:	☐ Mandate ☒ Outline Business Case ☐ Full Business Case
Document status:	☐ Draft ☒ Final
Document owner:	
Version control	

Version	Author(s)	Description	Date
V00_01	Barry Scrase	First draft	13/12/19
V00_02	Barry Scrase	Changes following the BC Assurance Report, and comments received from both Gavin Arbuckle, and Lee Ford	6/1/20
V00_03	Barry Scrase	Achieving budget added	9/1/20
V00_04	Barry Scrase	Final amendments	23/1/20

EXECUTIVE SUMMARY: DECISION REQUIRED

This outline business case sets out the need to replace the IBM/AIX P750 server and operating system (here after referred to as the P750), which is at its end of life.

The Corporate Leadership Board (CLB) on 7th January 2020 is asked to accept this outline business case to agree £530k for the replacement of the P750. This figure includes all associated costs, including the re-hosting of the Revenue and Benefits systems, and remaining systems detailed below, to the Azure Cloud.

This is essentially a lift and shift exercise for the majority of systems on the P750. However, the Revenues and Benefits systems are subject to a re-procurement exercise, which has its own outline business case.

Please note that the Project Manager has not written a full options appraisal as the options described below, are so stark.

This will be used to:

- Replace the P750 with 2 new LINUX servers, with one based in City Hall, and the other based in John Cousins House. These servers will then be networked and configured to host the Revenue and Benefits system in order to offer the maximum performance, resilience and disaster recovery, securing 99% uptime.
- Migrate the IDOX and ESRI ArcGIS systems to the Azure Cloud under LINUX, in line with ITTP.
- Migrate legacy data from Kana Lagan and OHMS to the new Data Lake, again in line with ITTP.

The above will allow Bristol City Council to move IDOX, ESRI ArcGIS, Kana Lagan and OHMS to cloud-based solutions, in line with its IT strategy, whilst securing a medium term solution (5-7 years) for Revenues and Benefits (business critical systems – please see context below), to allow the Council to identify and procure, cloud-based solutions for Revenues and Benefits as well.

These moves will also remove the use of AIX and the P750 from the Bristol IT estate, to LINUX, where the Council has these skills, and to end its reliance on Celerity to maintain the P750.

CLB is also asked to agree in principle the creation of an additional IT post (BG12) within the Server team, funded from Celerity savings, to increase the quantity of staff with LINUX skills, to maintain these critical systems. The team currently has two posts, and will need three for adequate cover (leave, training, sickness). This will be funded from Celerity savings.

OUTLINE BUSINESS CASE

Project context summary:

The P750 currently hosts the:

- Northgate iWorld system, for Revenues and Benefits. These are **critical** systems for the Council, which are used to collect circa £600m of local taxes, and paying £200m of housing benefits payments.
- IDOX Local land and property gazetteer (LLPG) product – Local land and property gazetteer - property management service dealing with local land searches.
- IDOX Total Land Charges (TLC) – system to manage charges for land searches.
- ESRI - ARC GIS – Geographical information system which provide mapping services to Bristol

Council and other Local Authorities.

- Legacy Housing Mgmt System (OHMS) used for audit and reporting purposes for Housing.
- Kana Lagan, system that holds legacy data related to the building regulations and planning team.

The P750 is maintained and supported through a third party supplier, Celerity, which it is anticipated that Bristol City Council will not be able to renew beyond June 2021. In addition to this Bristol City Council does not currently have the in-house skills to maintain this AIX platform, underpinning all of the above systems. Therefore, it is essential that the Council identifies and implements a replacement solution before this date. There is also a risk that this server could fail at any time, risking the Council's ability to collect its revenues and pay housing benefits in a timely manner, which adds another level of urgency.

Re-procurement of iWorld

The Revenue and Benefits systems are also currently being re-procured which is a subject of its own outline business case. It is envisaged that following this re-procurement process that Bristol City Council will still require an on premises server to host the Revenue and Benefits systems. Over the last 12 months, the P750 has been down for at least 6 days, causing considerable operational difficulties for the Revenue and Benefits services in responding to Bristol's citizens. Whilst the Council's IT strategy commits the Council to moving to cloud-based solutions wherever possible, following a market testing exercise conducted during the summer of 2019, the Council was unable to identify a ready-made solution that it could implement without risk, which other Councils' have already tried and tested. The result of this is that the move to a cloud-based solution, for Revenues and Benefits, at this stage would introduce significant risks to the Council, risking in its ability to collect its revenues and pay benefits, which would almost certainly take longer than June 2021. Therefore, the conclusion is that the Council needs to invest in a replacement for the P750 now.

Options considered

The Options that have been considered are:

1. <u>Do nothing:</u> under this option we would do nothing.

    - The benefits of accepting this option is that the Council would not have to change or invest money in this infrastructure, and this project could be discontinued at this point.
    - The risks are that the P750 is at the end of its life, and that Bristol City Council does not have the AIX skills to maintain the base operating system which underpins that infrastructure. The P750 could potentially breakdown at any time, leaving the Council with no capacity to run the systems which currently are hosted on it.
        - During 2019 the P750 suffered a power outage, which resulted in it being out of use for 6 days.
        - To put this into context the impact on our 900+ iWorld users, that they were unable to access the Revenues and Benefits information, meaning that they were unable to: deal with enquiries from members of the public; carry out any changes to the information it holds, such as carrying out apportionments for movers, changes as a result of any agreed council tax reductions due to disability facilities discounts or any other changes in property values caused by extensions etc. This leads to delays in making changes requested by the public, businesses or solicitors; the Council being unable to administer its benefits processes, which leads to delays in the Council assessing, making, and stopping housing benefits. The consequences of which is that benefit claimants may be unable to pay their landlords and may get into debt. The

Revenue and Benefits service has also commented that any future downtime could result in direct debit payment runs not being processed that would have a significant impact on revenue collection to the Council and could result in the Council needing to be borrow money to cover the delays in cash flow. In terms the impact on staff, the non-availability of these systems leads to backlogs which in turn add pressure to staff teams when these systems come back, having to catch-up.

- The impacts on IDOX users when the P750 is down is: the Licensing Team are unable to process and issuing licenses (The Council issues licences for all premises, street trading, taxis, scrap metal operators, sexual entertainment venues, hypnotism services, event licences, etc. Last year (2019) the Council issued almost 5880 licences. There is 18 staff that uses the system on a daily basis); Estates Management are prevented from collecting commercial rents in a timely manner, which is over £14m per year; IDOX is a business critical system for planning and building control, the loss of the P750 leads to staff being unable to have access to their workload, they would not be able to view plans and documents, and process applications; staff would not be able to carry out statutory duties such as neighbour consultation and issuing decision notices within statutory periods; members of the public and statutory consultees would not be able to view planning applications online and submit comments.
- The loss in data connectivity between ESRI ArcGIS and the P750 stops spatial data to view through web maps, impacting internal users of Pinpoint (e.g. Planning/Land Charges team, Corporate Property) and bespoke maps as well as public facing web mapping applications that rely on this data, such as the locations of resident parking areas/licencing areas for landlords of HMO and the type of licence required that has been integrated into online web form. Locations of Polling Stations and find nearest functionality that relies on this data. There are over 200 plus spatial datasets in the Oracle database so there would be a critical impact.
- Lagan is used for our Planning and Building Control Services. It is used primarily to contact Planning & Building Control officers. It is also used to review updates from those officers and inform customers of relevant activity. When Lagan is unavailable, the contact centre would have to resort to emailing Planning & Building Control officers direct. This contact would not be visible to all staff. Also if an planning officer needed to update the case or comment, they would not be able to. Customers would therefore be disadvantaged when contacting the Council as customer advisors will not be able to appropriately update them about their request. This will lead to an increase in outbound customer contact/email, and more chasing from the customer advisors to panning officers. Enquiries will therefore take longer to resolve, and repeat contact is likely which will increase call volumes and associated costs.

2. *On Premises Hyper-converged Solution.* Make use of the Hyper-converged System being developed by IT. This would be achieved by buying an additional 2 Blades for the system on which to house the Revenue and Benefits systems. IDOX, ArcGIS, Lagan and OHMS would then be moved to the cloud, and the data lake for Lagan and OHMS.
    - The benefits of this is that this would allow IT to concentrate all of their skills and resources on the maintenance of one on premises system which it is already committed to purchasing, whilst moving others systems to the cloud in line with the Council's IT strategy.

- The significant dis-benefit of this is that placing the Revenue and Benefits systems on the Hyper-converged is that this option would cost the Council an additional £6m. This is because of the way Oracle charges for its licences, in that it charges for each and every core on the hardware, regardless of whether they are being used by the Oracle system. The £6m estimate has been calculated based on a quote provided by Oracle and number of cores that is expected to form the hyper-converged solution. Oracle would also charge for cores subsequently added to the system, regardless of whether they are accessed by Oracle or not. **This is not an option, due to cost.**

3. Hybrid Solution (no SQL Server migration for ArcGIS). With this solution the Council would purchase two new servers to re-host the Revenues and Benefits systems, whilst migrating IDOX, ArcGIS, Lagan and OHMS to the cloud and achieving facilities. **This is the preferred option,** as it reduces the risk of the P750 breaking down, as the servers would be configured across two physical sites, so in the event that the main server goes off-line the second server will immediately become available.
    - The benefits of this is that it is £6m less than the Hyper- converged option detailed above, whilst essentially offering the same capabilities. In addition to this, this will stop the need for the Council to maintain the AIX operating system for which it has no in-house skills. The new servers would be LINUX based, which the Council uses elsewhere.
    - The dis-benefit is that this does not totally meet with the Council's IT strategy, of Cloud first, but the Director of Digital Transformation has accepted this as the line of best fit, given that we are required to have an on-premises solution.

4. Hybrid Solution (with SQL Server migration for ArcGIS). With this solution the Council would purchase two servers to re-host the Revenues and Benefits systems, whilst migrating IDOX, ArcGIS, Lagan and OHMS to the cloud and achieving. This is second preferred option, as it reduces the risk of the P750 breaking down, as the servers would be configured across two physical sites, so in the event that the main server goes off-line the second server will immediately become available.
    - The benefits of this is that it is £6m less than the Hyper- converged option detailed above, whilst essentially offering the same capabilities. In addition to this, this will stop the need for the Council to maintain the AIX operating system for which it has no in-house skills. The new servers would be LINUX based, which the Council uses elsewhere.
    - The dis-benefit is that it is more costly than option 3, the preferred option

The proposal

This outline business case set out recommendations to:

- Replace the P750 with two new LINUX servers, with one based in City Hall, and the other based in John Cousins House. These servers will then be networked and configured to host the Revenue and Benefits system in order to offer the maximum performance, resilience and disaster recovery, securing 99.5% uptime.
- Migrate the IDOX and ESRI systems to the Azure Cloud under LINUX, in line with ITTP.
- Migrate legacy data from Kana Lagan and OHMS to the new Data Lake, again in line with ITTP.

The above will allow Bristol City Council to move IDOX, ESRI, Kana Lagan and OHMS to cloud-based solutions, in line with its IT strategy, whilst securing a medium term solution (5-7 years) for Revenues and Benefits, to allow the Council to identify and procure, cloud-based solutions for Revenues and Benefits as well.

These moves will also remove the use of AIX from the Bristol IT estate, to LINUX, where the Council has these skills, and to end its reliance on Celerity to maintain these systems.

This project will:

- Decommission the P750 server which is end of life, and increasing risk that won't be supported beyond June 2021.
- Decommission the use of the AIX operating system which sits on the P750 server which is not in line with IT strategy and other technologies preferred.
- Implement replacement solutions for the 5 services currently sitting on the server/operating system outlined above. Following a full solutions assessment, it is recommended that this includes the:
- Purchase of two new servers, housed across to Bristol City Council sites, and networked to achieve a resilience level of 99.5% for the Revenues and Benefits systems. It is also expected that the purchase of these servers will lead to an enhance systems performance for staff, with one server being used for the live system, and the other for reporting. Reporting can then be suspended, if there is a need to use the second system as the live system. It will also bring in the disaster recovery under the management of Bristol City Council.
- Moving hosting arrangements to external hosting or cloud.
- Archiving the data, allowing the P750 to be decommissioned.

Implementation Risk

- Whilst this OBC sets out the lowest risk/complexity to implement these changes, it should be noted that any change with technology does not come without risk. The implementation of a replacement server and the transition of the revenues and benefits system to it, along with other systems to the Azure Cloud or achieving solution, will inevitably lead to some downtime through its implementation. This will be managed by having robust implementation plans which are agreed with the Revenues and Benefits service, and other affected services, in advance, to minimise disruption to system and service users. The project will also follow robust IT strategies including backups and disaster recovery strategies.

Any key changes since Mandate approval:

- Whilst there have been several irritations of the solutions assessment during the writing of this outline business case, there have been no changes to the scope of the project.

The current <u>total</u> estimated cost of the project is:

- The current total estimated cost for the replacement of the P750 is £530k capital , a breakdown of this is contained within the financial spreadsheet:

- There is currently £500,000 - £600,000 set aside in the IT/LoB initial earmarked reserve to pay for this project. This was agreed by the Corporate Leadership Board on the 10th September 2019. £13,000 of this has already been allocated to the creation of this Outline Business Case.

The current estimated timescale for the project is:

- Whilst the Council potentially has until June 2021 to replace the P750, It is estimated that its replacement will take 6 - 9 months to deliver from the point of outline business case approval, including the re-hosting of the Revenue and Benefits system. This will significantly reduce the risk of not being able to run the Revenue and Benefits Service.

- Although no specific timeline has been agreed for the migration of the remaining apps, excluding the Revenue and Benefits system, to the Cloud, work is currently taking place as part of the ITTP to migrate all apps over the next 10 months (January 2020 to October 2020).

Recommended option to progress to Full Business Case:
It is recommended that Option 3 described above and the Solutions Assessment for the P750 Retirement is adopted and taken forward to the Full Business Case stage. This includes:

- The purchase of two new servers, one to be housed at City Hall, and the other to be housed at John Cousins House. These servers will then be networked and configured to provide increased resilience, up to 99.5% uptime, immediate disaster recovery in the event of the City Hall server going offline, and a testing environment for new releases of the Revenue and Benefits system.
- The transfer of the remaining apps IDOX LLPG and TCL, ESRI ArcGIS to be migrated to the Azure Cloud.
- The anticipated benefits of doing this are as follows:
    - Increased resilience with capacity redundancy. It is estimated that these servers will last a minimum of 5 years.
    - Alignment with the updated platforms and infrastructure being implemented as part of the ITTP, that fits with the IT resources management structure.
    - This option utilises current technologies used within Bristol City Council, which is expected to continue into the future.
    - The offset of Oracle costs for the Revenue and Benefits system with potentially more cost-effective licenses for the other systems such as IDOX on a virtualised infrastructure (the Azure Cloud).
    - The removal of AIX from the Bristol IT estate, and the migration to LINUX-based systems, where Bristol City Council has these skills in-house.
- The dis-benefits are as follows:
    - Potential increased costs for Oracle licenses for the Revenue and Benefits system, as Bristol City Council will no longer benefit from royalty-free licenses.
    - The migration of OMHS and Kana Lagan legacy data to a achieving solution will take a significant amount of effort, which cannot be robustly estimated at this point. This is because the Council has not used this technology before, and more work needs to be carried out with the business to agree the data to be archived and access arrangements. Therefore, the Director of Digital Transformation has agreed for £130k for this task. Any spends to be agreed by the Director Digital Transformation, in consultation with the Director of Finance.
    - This strategy does not entirely fit with Bristol City Council's IT strategy, but is the option of best fit.

Preferred Option: Option 3 Hybrid Solution (no SQL server migration for ArcGIS)

£'000 / Total	Yr 0 (19/20)	Yr 1 (20/21)	Yr 2 (YY/YY)	Yr 3 (YY/YY)	Yr 4 (YY/YY)	Yr 5 (YY/YY)	Total
New costs	£13,000	£517,000	£'000	£'000	£'000	£'000	£530,000
Opp costs	£'000	£7,500	£'000	£'000	£'000	£'000	£7,500
Ongoing costs	-	£39,685	£39,685	£39,685	£39,685	£39,685	£198,425
Total costs	£13,000	£564,185	£39,685	£39,685	£39,685	£39,685	£735,925
Gross savings		71,500	73,645	75,854	78,130	80,474	£379,603
Net savings	-	-	£33,960	£36,169	£38,445	£40,789	£149,363

NB: The ongoing costs given above do not include any inflationary element. The gross savings are those identified by IT.

Confidence level	Supporting commentary
70%	• The £7,500 opportunity costs are Revenues and Benefits service testing. • The migration of OMHS and Kana Lagan legacy data to the proposed datalake, or another achieve will take a significant amount of effort, which cannot be robustly estimated at this point. This is because the Council has not used this technology before, and more work needs to be carried out with the business to agree the data to be archived and access arrangements. Therefore, the Director of IT and Digital Transformation has agreed for £130k for this task. Any spends to be agreed by the Director of IT and Digital Transformation, in consultation with the Director of Finance. • All of the figure and confidence levels on the attached financial spreadsheet have be agreed with task leads in writing.

Identified sources of funding (including any shortfall):

- £500,000 - £650,000 from the IT/LoB initial earmarked reserve, agreed by the Corporate Leadership Board on 7th January 2020.
- Shortfall: £0

Other anticipated key measureable (non-financial) benefits:

- Increased resilience of the Revenues and Benefits systems (99% up-time).
- Enhanced systems performance for staff using the system.
- Disaster recovery of the Revenue and Benefits systems under the management of Bristol City Council, backed by maintenance agreements available beyond June 2021.
- Other hosted systems transitioned to the Cloud, in line with Bristol City Council's IT Strategy.

Learning from previous work

- Full consultation with IT and CRSM.
- Solutions assessment agreed with ARB.

Any decisions / endorsements already secured:

Decisions requested for Outline Business Case sign-off:

- £500,000 - £650,000 from the IT/LoB initial earmarked reserve was agreed by the Corporate Leadership Board on the 7th January 2020, to fund this work.
- The mandate for this Outline Business Case was agreed by Resources EDM on 25th September 2019.
- The IT Architectural Review Board agreed the solutions assessment on 9th December 2019.
- This Outline Business Case is supported by the Director for IT and Digital Transformation, and the Director of Finance

Total spend to date - New costs:	£13,000
Total spend to date - Opp costs:	£6,466

New costs to deliver FBC:	£517,000
Opportunity costs to deliver FBC:	£7,500
Funding required:	£517,000
Funding source(s):	IT/LoB initial earmarked reserve
Est. timescale for FBC to return for sign-off:	By April 2020

*FBC = Full Business Case

10. Project overview

As noted in the Executive Summary above, the purpose of this project is to replace the IBM P750, which is at its end of life, and for which Bristol City Council is not expected to be able to secure a maintenance agreement for beyond June 2021. The P750 currently hosts the Revenue and Benefits system, which is a critical system for the collection of £0.5bn of local taxes. Without this system, the Council would have no manageable methodology for collecting this money. In addition to this the P750 currently hosts the IDOX LPG/TLC, and ArcGIS, along with Lagan and OHMS systems.

The outline business case is to:

- Replace the P750 with two new servers, based at City Hall, and John Cousins House, to host the Revenue and Benefits system. These servers will be networked in order to provide resilience, disaster recovery, and a test environment for the Revenue and Benefits system. It is anticipated that this configuration will also produce an enhanced level of performance for staff using these systems, with a 99% uptime.
- To re-host the IDOX LLPG/TLC, and ESRI ArcGIS systems into the Azure Cloud.
- Both Lagan and OHMS are due to be retired with the next 6 months, and the proposal is that data from these systems is housed within the Office 365 datalake for reference in the future.

The mandate for this project was agreed by Resources EDM on 25th September 2019, together with a budget of £13,000 to fund the outline business case stage.

The solutions assessment has gone through a number of iterations. The initial recommendation was that this project should make use of the Hyper-converged System currently being procured (subject to Cabinet approval) to host the Revenue and Benefits system. This would have resulted in the purchase of an additional two modules. Following further investigations it has been identified that a significant dis-benefit to this approach would be a significant increase to the Oracle licensing costs as Oracle's charging model is per core of any one device, regardless of whether the Oracle system is accessing all of these cores. The solutions architect, based on the costs of a two server configuration, estimates that this would result in a one-off Oracle charge of £6m, which has been assessed as uneconomical for the solution needed. Given the above the solutions assessment has now been updated, and agreed by the Architectural Review Board, to recommend the purchase of a 2 server configuration as described above.

This project is at the end of its outline business case stage, and it is recommended that the project implements the solution detailed above.

10.1. Scope

In Scope
No change since mandate stage, please refer to Section 3 of the mandate at Appendix B.

Out of scope	Any risks/consequences associated with "Out of scope" items
No change since mandate stage, please refer to Section 3 of the mandate at Appendix B.	No change since mandate stage, please refer to Section 3 of the mandate at Appendix B.

10.2 Objectives

	Specific	**M**easureable	**T**imebound
1	The retirement of the P750 server, together with the associated AIX operating system, by the purchase of two new servers, configured as above for the Revenue and Benefits systems.	Two new servers have been purchased and commissioned, and are hosting the Revenue and Benefits systems.	By May 2020
2	The migration of the Revenue and Benefits systems to the new servers described above.	Revenue and Benefits systems are hosted on the new servers, has been fully tested and signed off, and is operational.	By October 2020
3	The migration of IDOX LLPG/TLC, and ArcGIS to the new Azure Cloud.	IDOX LLPG/TLC, and ArcGIS has been fully tested and signed off and is operational within the new Azure Cloud.	By October 2020
4	Lagan and OHMS to be decommissioned, with legacy data hosted within the Office 365 datalake.	Lagan and OHMS have been decommissioned, and legacy data is available from the Office 365 datalake.	By October 2020
5	IBM P750 to be fully decommissioned, and removed from the Bristol IT estate.	The P750 has been fully decommissioned and removed from the Bristol IT estate.	By October 2020
A full project plan is being developed, based on the above delivery dates			

11. Options Appraisal Summary

Option summary: please refer to option in the Outline Business Case section above

1. **Do nothing –** maintain the status quo – keep the P750 on the Bristol IT estate
2. **On Premises – Hyper-converged solution**
3. **Hybrid solution (no SQL server migration for ArcGIS – recommended option as best fit)**
4. **Hybrid solution (with SQL server migration for ArcGIS)**

OPTION EVALUATION MATRIX		Pros summary (will achieve outcomes/objectives/prioritisation criteria?)				Cons summary		Net Annual Ongoing £'000s *If the net figure represents a cost, remove the brackets to indicate that this is a cost rather than a benefit			
Preferred option (Tick box)	Option title	Replace the IBM P750	Provide a hosting environment for the Revenues and Benefits system	Provide a hosting environment for IDOS PPLG/TCL and ArcGIS	Legacy data storage for Lagon and OMHS	Risk level	Total New Costs £'000s	19/20	Ongoing costs	Confidence level (%)	Equalities Impact
☐	1 Do Nothing	No	No	No	No	High	£'000	£71,500	£71,500	100 %	Neutral
☐	2 On Premises Hyperconverged Solution	Yes	Yes	Yes	Yes	High	£6.530m	£39,685	£39,685	70%	Neutral
☒	3 Hybrid Solution (No SQL Server Migration for ArcGIS)	Yes	Yes	Yes	Yes	Medi um	£530,000	£39,685	£39,685	70%	Neutral
☐	4 Hybrid Solution (with SQL Server Migration for ArcGIS)	Yes	Yes	Yes	Yes	Medi um	£575,000	£39,685	£39,685	25%	Neutral

12. Preferred Option(s)

Each preferred option should have an accompanying Project Financial Spreadsheet appended to Appendix B. The spreadsheet should be completed to the maximum level of detail that is possible at this stage, with a summary of this detail incorporated into the tables below:

PRIMARY Preferred Option

3. Hybrid Solution (no SQL Server migration for ArcGIS), please refer to options considered within OBC section above.

Would the delivery of this option be different to what was described in the Budget Required

No

Financial profile

	Yr 0 19/20	Yr 1 20/21	Yr 2 21/22	Yr 3 22/23	Yr 4 23//24	Yr 5 24/26
New Costs	13,000	517,000	‘000	‘000	‘000	‘000
Opp Costs	‘000	7,500	‘000	‘000	‘000	‘000
Ongoing disbenefit	-	39,685	39,685	39,685	39,685	39,685
Total Costs	**13,000**	**564,185**	39,685	39,685	39,685	39,685
Gross savings	**-**	71,500	73,645	75,854	78,130	80,474
Net Savings/cost (less costs)	**13,000**	**492,685**	**(33,960)**	**(36,169)**	**(38,445)**	**(40,789)**

* - (brackets) indicate a benefit; remove the brackets if the net position is a cost.

NB: The ongoing costs given above do not include any inflationary element. The gross savings are those identified by IT.

Confidence level in savings delivery and justification

25%

Risk profile of option

Overall risk level: High

SECONDARY Preferred Option

4 Hybrid Solution (with SQL Server Migration for ArcGIS) , please refer to options considered within OBC section above.

Would the delivery of this option be different to what was described in the Budget Required

No

Financial profile

	Yr 0 19/20	Yr 1 20/21	Yr 2 21/22	Yr 3 22/23	Yr 4 23//24	Yr 5 24/26
New Costs	13,000	562,000	‘000	‘000	‘000	‘000
Opp Costs	‘000	7,500	‘000	‘000	‘000	‘000
Ongoing disbenefit	-	39,685	39,685	39,685	39,685	39,685
Total Costs	**13,000**	**609,185**	**39,685**	**39,685**	**39,685**	**39,685**
Gross savings	**-**	71,500	73,645	75,854	78,130	80,474
Net Savings/cost (less costs)	**13,000**	**537,685**	**(33,960)**	**(36,169)**	**(38,445)**	**(40,789)**

* - (brackets) indicate a benefit; remove the brackets if the net position is a cost.

NB: The ongoing costs given above do not include any inflationary element. The gross savings are those identified by IT.

Confidence level in savings delivery and justification

25%

Risk profile of option

Overall risk level: High

Key risks associated with option: • The migration of OMHS and Lagan legacy data to the proposed datalake are unknown.	**Key risks associated with option:** • The migration of OMHS and Lagan legacy data to the proposed datalake are unknown. • The SQL Server Migration for ArcGIS costs and benefits have not been totally identified.
Contingency options to mitigate risks and raise confidence level	**Contingency options to mitigate risks and raise confidence level**
The migration of OMHS and Lagan legacy data to the proposed datalake, or another achieve will take a significant amount of effort, which cannot be robustly estimated at this point. This is because the Council has not used this technology before, and more work needs to be carried out with the business to agree the data to be archived and access arrangements. Therefore, the Director of IT and Digital Transformation has agreed for £130k for this task. Any spends to be agreed by the Director of Digital Transformation, in consultation with the Director of Finance.	The migration of OMHS and Lagan legacy data to the proposed datalake, or another achieve will take a significant amount of effort, which cannot be robustly estimated at this point. This is because the Council has not used this technology before, and more work needs to be carried out with the business to agree the data to be archived and access arrangements. Therefore, the Director of IT and Digital Transformation has agreed for £130k for this task. Any spends to be agreed by the Director of Digital Transformation, in consultation with the Director of Finance. The SQL Server Migration for ArcGIS costs and benefits would need to be identified, and agreed with the Director of Digital Transformation, in consultation with the Director of Finance.
Any residual shortfall against committed savings?	**Any residual shortfall against committed savings?**
No. A contingency of £57,650 has been included within the request, along with the £130k to cover Lagan and OMHS achieving costs.	No. A contingency of £57,650 has been included within the request, along with the £130k to cover Lagan and OMHS achieving costs.
Key milestones for the Full Business Case stage	**Key milestones for the Full Business Case stage**
Plan to be developed and agreed, with resource plan, following Cabinet approval on 4th February, 2020. The key objectives, with dates are given in section 10.2.	Plan to be developed and agreed, with resource plan, following Cabinet approval on 4th February, 2020. The key objectives, with dates are given in section 10.2.
Lessons Learned from similar projects/initiatives	**Lessons Learned from similar projects/initiatives**
None identified	None identified.

Summary of Equalities impact
Back office technology change, no identified impact.
Summary of Eco impact
New efficient hardware, leading to Eco benefit.
Summary of Privacy Impact Assessment (PIA) Screening Questionnaire
Screening questionnaire complete.

Summary of Equalities impact
Back office technology change, no identified impact.
Summary of Eco impact
New efficient hardware, leading to Eco benefit.
Summary of Privacy Impact Assessment (PIA) Screening Questionnaire
Screening questionnaire complete.

13 Resource(s) required to progress to the next stage

<Please indicate what type of people resource are necessary for you to progress to the next stage of the business case. This includes individuals from the impacted service area(s), as well as an indication of any people you need from outside of your direct management / service area to provide specific subject matter expertese in relation to eg. communication, consultation, procurement, project management, business analysis, finance, HR etc.

NOTE: For all resource requests please consider whether PPMAnywhere licences are required. For latest costs, please contact portfoliomanagementoffice@bristol.gov.uk

NOTE: For all change and transformation proposals it is a mandatory requirement that the contents of this table are reviewed by the PMO Operations Manager (currently Lee Ford) ahead of submission for sign-off. This review will be recorded in the professional views table in Appendix A and is in place to support effective capacity planning across the change portfolio>.

Role	What they will do	Days needed	Cost per day	Total Cost	Opportunity / New	Funding source(s)
Example…. Project Manager	Produce detailed plan to co-ordinate development of the Full Business Case (FBC) Responsible for the day to day execution of the plan overseeing the detailed design work to complete the FBC	10	£240	£2,400	O	Change Capacity Fund
	Please refer to financial spreadsheet for detail					

Total opportunity costs	**£7,500**
Total new costs	**£530,000**
Total resource costs	**£537,500**
Total funding being sought	**£530,000**

14. Project governance for Full Business Case development

Project Role	Name	Job Title
Sponsor	Simon Oliver	Director – IT and Digital Transformation
Project Executive	Simon Oliver	Director – IT and Digital Transformation
Project User(s)	Denise Murry Martin Smith Kevin Smith Caitlin Flint/Emma Lake - Allison House/Steve Pearce	Director – Finance Head of Revenues Debt Recovery Group Leader Management Information Officer/ Licencing Team Leader, Licencing Project Officer/Group Manager, Development Management – Planning &

	Kate Gold Jo Freer Niall Gannon Rizwan Tariq Paul Horton	Building Control Senior Business Information Officer, Asset Strategy Team, Property Housing Systems Manager Business Support Manager Head of Commercial Services - Lagan GIS/BI & Data Asset Manager
Project Supplier(s)	IT Services – Gavin Arbuckle Procurement – to be determined External suppliers – to be identified in line with procurement policy and regulations	Digital Operations, Transformation Lead
Project Assurance	Charlotte Hopkins	Senior Business Process Analysist
Project Manager	Barry Scrase	Project Manager

Project Board meeting regularly? No, managed through IT DMT – Board to be esablished for implementation

Project Board ToR's agreed? No, managed through IT DMT – Board to be esablished for implementation

15. Detail of key stakeholder engagement

Key stakeholder	Date(s) of key engagement	Nature of engagement
Cabinet Member, Cllr Cheney	06/01/2020	Members Briefing, Cabinet Report agreed
IT DMT, Simon Oliver	03/01/2020	OBC options agreed via email
ARB	6/1/2020	Solutions Assessment Agreed
All senior users detailed above	5/11/2019 & 6/1/2020	Various emails, updates, and requests for information

16. Outline Business Case sign off

Name	Job Title	Date circulated
Simon Oliver	Director of Digital Transformation	06/01/2020

Decision making authority	Corporate Leadership Board portfoliomanagementoffice@bristol.gov.uk>
Date seeking endorsement	07/01/2020

Options Appraisal

A. PROJECT SUMMARY INFORMATION

Project Name:	Procurement of Revenues and Benefits systems		
Project ID (if known):	**17-EN-87**		
Cabinet Member:	Councillor Craig Cheney	**Lead Officer (Sponsor):**	Denise Murray
Directorate(s):	Resources	**Associated service areas:**	Finance, Revenues and Benefits
Report lead author(s):	Martin Smith and Graham Clapp		
Report recipients:			

B. ORGANISATIONAL CONTEXT

Alignment to corporate theme(s):	The systems/contracts in scope support critical front line services. The project is about risk reduction for these services.
Project category:	☐ Saving delivery ☒ Compliance / Statutory ☒ Risk reduction ☐ Cost avoidance ☒ Improved outcomes ☐ Enabling <Other>
Council Budget saving delivery:	N/A – This project does not deliver against any of the savings committed within the MTFP.

1. Project goal

To deliver a compliant, fit for purpose, sustainable revenues and benefits solution for the council.

2. Options Evaluation Criteria

		Criteria	Weighting (if applied)	
1	Project goals	Procurement compliance	No weightings have been applied. All criteria will be reviewed individually and subsequently an overall conclusion should be made based on organisation's current context e.g. priorities, risk appetite, funding position etc. The indicative priority level of issues has been outlined to the right.	**HIGHEST PRIORITY**
2		Addresses reliability (i.e. resolves server issue)		
3		Simplifies contractual landscape		
4		Alignment to IT strategy		**MEDIUM PRIORITY**
5		Delivers efficiencies/savings		
6		Improved efficiency / effectiveness of service delivery (incl. automation & integration, speed, performance, availability, reporting)		
7		Improved customer experience		**LOWER PRIORITY**
8		Social Value		
9		Value for Money (VfM)		
10	Other Considerations	Cost		*Elements above must be balanced against these criteria*
11		Complexity/ Deliverability		
12		Risk		
13		Time		
14		Equalities impact		

3. Options Shortlist – Summary Pros and Cons

A large number of options have been considered over the course of the business case shaping from Oct 2018 to Nov 2019. The longlist of options evolved over that time period as new people contributed to the project, and additional information was identified. The list below summarises the shortlisted options only.

Option title	Option description	Summary Pros	Summary Cons
Option 1 – "Do Nothing" **Retain the current revs and bens systems as-is, and do not replace the underlying infrastructure** Note - This option has been included as a baseline comparator. 'Doing nothing' is **not** considered a viable option in this instance.	- Remain 'as-is' with Northgate on a year by year basis - Remain 'as-is' with other revs and bens ancillary systems - No procurement activity progressed - No changes to the underlying server	✓ Low cost comparatively to other solutions including. no infrastructure improvement costs ✓ Limited change/transition activity ✓ Low disruption to staff or users ✓ Reduced licensing costs for infrastructure ✓ Low complexity to implement (no implementation)	× Non-compliant × Does not resolve server issue which means **increasing risk of server failure** increases, which would directly impact the critical Revenues and Benefits service amongst other systems sitting on same server. This would most likely lead to unplanned system downtime significantly impacting service users. This would be particularly disruptive during the Jan-April annual billing period. × Considered to be a tactical/short term solution rather than long term/sustainable × Does not support long term digital strategy and ambitions × Will not achieve annual savings – no economies of scale or discounts to contracts × No improvements to contract terms and conditions × No ability to demonstrate social value or VfM
Option 2 - Deliver basic compliance and stability	- Sign discounted contract with Northgate for up to 7 years (5 years initial term + annual options) via Crown Commercial Service's (CCS) Data and Applications Solutions (DAS) framework (RM3821) - Remain with on-premise solution - resolve the server issue by replacing infrastructure - Re-contract with current revenues and benefits	✓ Mostly compliant contracts – addresses majority of procurement risk ✓ Resolves server issue in a planned and controlled manner and post completion will provide increased reliability ✓ Formalise terms and conditions with core suppliers ✓ Annual license cost savings from Northgate ✓ Lower cost comparatively to other solutions - quick/relatively simple procurement ✓ No change activity for software – no resources required ✓ Low disruption to staff or users compared to other options	× Technology change has inherent risk – this will need to be mitigated with careful planning and use of robust IT strategies to minimise risk. Likely requirement for some planned downtime. × Does not support long term digital strategy and ambitions × One off implementation costs /resource for server replacement needs funding × Non- compliance for Gandlake contract × Limited flexibility/alignment to IT strategy given 5 year initial term × Risk of not being best-fit with emerging IT landscape (following the IT Transformation programme which is progressing in parallel)

Option title	Option description	Summary Pros	Summary Cons
	systems via compliant routes to market (Kent Framework reseller and G-Cloud) subject to T&Cs/appropriate quotes - Waiver for Gandlake	✓ Core Revenues and Benefits contract simplified/rationalised	× No improvements to efficiency or effectiveness of service nor benefit to citizens × Increased licensing costs for infrastructure
PREFERRED **Option 3 - Deliver compliance and stability, and additional functionality improvements**	Same as option 2 except: - Instead of waiver for Gandlake - transition from Gandlake to XlPrint which is already on the IT estate, to deliver annual savings and compliance - Implement some additional Northgate modules	✓ Leaves the Council with a compliant procurement contract ✓ Resolves server issue in a planned and controlled manner and post completion will provide increased reliability ✓ Formalise terms and conditions with core suppliers ✓ Contracts consolidated ✓ Increased opportunity to deliver savings over contract term ✓ Low cost comparatively to other solutions – quick/relatively simple procurement ✓ Replacement server expected to last up to 7 years (max length of contract) ✓ Lower disruption to staff or users compared to other options ✓ Improved efficiency of the revs/bens service ✓ Easier and more effective communication with citizens enabling speedier resolution of queries ✓ Improved data accuracy – benefitting service and customer ✓ Rationalisation of ancillary systems	× Technology change has inherent risk – this will need to be mitigated with careful planning and use of robust IT strategies to minimise risk. Likely requirement for some planned downtime. × Considered to be a short/medium term solution rather than long term/sustainable × Does not support long term digital strategy and ambitions (stays on-premise rather than cloud) × Requires one off funding and resource to implement the deliver the server infrastructure improvements and other change activities × Increased licensing costs for infrastructure × Limited flexibility/alignment to IT strategy given 5 year initial term × Risk of not being best-fit with emerging IT landscape (following the IT Transformation programme which is progressing in parallel) × Increased licensing costs for infrastructure
Option 4 - Competition via DAS framework and replace underlying infrastructure in meantime	- Undertake a fully compliant competitive procurement process via DAS framework for 7 year contract. Assumption that can procure 'stay the same' in 7 years using similar framework. - Retain Northgate on a year	✓ Strategic/long term approach ✓ Creates a fully procurement-compliant contract ✓ Likely to achieve annual revenue savings over life of contract ✓ Likely to deliver significant contract simplification and consolidation ✓ Likely to create a system that would meet more of our requirements within a single solution (although	× High risk/complexity – recent experience of large scale IT change confirms how challenging this can be without significant expense and disruption. Given the service this system supports, any issues could lead to high impact to many citizens. This risk would need to be mitigated with careful planning and use of robust IT strategies to minimise risk. Likely requirement for some planned downtime.

Option title	Option description	Summary Pros	Summary Cons
	by basis for a period sufficient to undertake the procurement process and transition to new solution, which would be the case even if incumbent supplier was successful. - In the meantime progress with replacement of underlying infrastructure to support stability of system - NOTE - Note the scope, scale and requirements for what we re-procure remains to be further articulated and will be somewhat dependent on learnings from supplier days. This may also include new approaches such as fully managed service.	research suggests a mixed system landscape still likely) ✓ Ability to formalise strong terms and conditions ✓ Addresses immediate server issue, increased reliability ✓ More likely to be able to procure solution(s) in line with the IT strategy (e.g. cloud based)	× Incurs **significant** one off costs. Insufficient funds identified, and risk of overall costs increasing (optimism bias on projects suggests we would underestimate cost) × Potential to incur **significant** change activity of significant complexity given the scale of integrations across systems and the criticality of the system. × Main suppliers may not be able to deliver all our needs by themselves requiring a continued mixed landscape × Risk of not achieving value for money given the significant up-front costs × Only a 7 year contract can be signed (max length through framework) – would need to accept risk that a compliant route to market to direct award 'stay the same' in 7 years may not be available × Increased licensing costs for infrastructure × Risk that the supplier offerings aren't sufficiently fit for purpose to meet the IT strategy requirements at this time × Timescales for delivery mean that BCC would still need to transition to new server in the meantime, therefore increasing cost and not making most use of this solution – does not feel value for money if we don't exploit systems being purchased for the estate × Impact on revs and bens team productivity during transition, including targets/performance levels × Risk to service delivery to citizens, including vulnerable citizens

4. Options Evaluation – Summary

		Evaluation against core objectives			Additional criteria						Other considerations				
Preferred option	Option title	Procurement Compliance	Improves reliability	Simplification of contractual landscape	Alignment to IT Strategy	Revenue Savings (p.a.)	Improved performance/speed	Improved customer experience	Social value	Value for money	Deliverability	Time to deliver	One off costs	Costs confidence level (%)	Equalities Impact
☐	**BASELINE OPTION - Option 1 – Do nothing** *[Baseline option for comparison only – not viable]*	**None**	**None**	**None**	**None**	**None**	**None**	**None**	**None**	**None**	**High deliverability/ Easy**	**Quick**	**Low** (£0)		Neutral
☐	**Shortlisted Option 2 – Basic stability and majority compliance** Retain as-is revs and bens systems compliantly, replace underlying infrastructure. One waiver for Gandlake. No functionality improvements.	**Mostly**	**Good**	**Partial**	**Partial**	**Medium/Higher** 114k p.a. saving vs 'do nothing'	**Minimal at best**	**Improvements**	**Minimal**	**Low/Partial**	**Quite Easy/ Reasonable deliverability**	**Quick/ Medium**	**Low** ~£23k*	50-75%	
☐	***PREFERRED*** **Shortlisted Option 3 – Additional improvements beyond option 2** As per option 2, however also rationalise ancillary systems (no waivers needed), and implement additional modules to improve efficiency of service.	**Good**	**Good**	**Good**	**Partial**	**Medium/higher** ~110kp.a (+potential for further efficiencies) vs. 'do nothing' **	**Minimal at best**	**Improvements**	**Minimal**	**Partial**	**Reasonable deliverability**	**Medium**	**Medium** ~£205k*	50-75%	
☐	**Shortlisted Option 4 – Competition via DAS** Go to market and compete through DAS framework, and progress with replacement infrastructure in meantime.	**Good**	**Good**	**Good**	**Good**	**Highest** 204k p.a. saving estimate (vs. do nothing)**	**Likely**	**Likely improvements**	**High**	**Partial**	**Complex**	**Long**	**High** ~£2.7m*	50%	

Note the costings referenced in the table related to the Revenues and Benefits software only, and **exclude all server/infrastructure related costs which are additional. Appropriate contingency funds also need to be added to these to ensure sufficient funds set aside.*

***Savings compared with a 'do nothing' position assumes costs would increase with inflation, therefore savings will appear greater than the **actual** base budget 'cashable' savings that will be delivered.*

5. Recommendation

Following evaluation of all options against the core objectives of the project and key criteria, the project team recommend progression of **Option 3.** This means:

- Remain with core incumbent Revs and Bens supplier Northgate but procure compliantly via direct award through DAS framework for up to 7 years. 5 years initial term + 2 optional additional years.

- Implement additional Northgate modules, improving the efficiency of the revs and bens service and fully exploiting the system in place. Potential for further benefits (cashable and non-cashable).

- Re-procure other ancillary systems, through compliant routes to market as follows:
    - XlPrint (Document Output Solutions) – direct award via Kent Framework reseller
    - Benefits calculator (entitledto Ltd) – direct award via G-Cloud framework
    - WebCAPTURE (Govtech) – direct award via G-cloud

- Transition from Gandlake to XlPrint to deliver annual savings, contract rationalisation and procurement compliance.

- Move from the current P750 server to new, more stable/reliable infrastructure (see details in Appendix A1)

As described above the progression of any change activity with technology carries inherent risks. This will need to mitigated via careful planning and use of IT strategies to minimise and risks.

Note the above is subject to ensuring that use of the frameworks in question and the resulting contracts that come from these procurement exercises are satisfactory in terms of financial arrangements and terms and conditions.

Bristol City Council Equality Impact Assessment Form

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

Name of proposal	Procurement of Revenues and Benefits back office system
Directorate and Service Area	Resources, Finance, Revenues and Benefits
Name of Lead Officer	Kevin Smith

Step 1: What is the proposal?

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

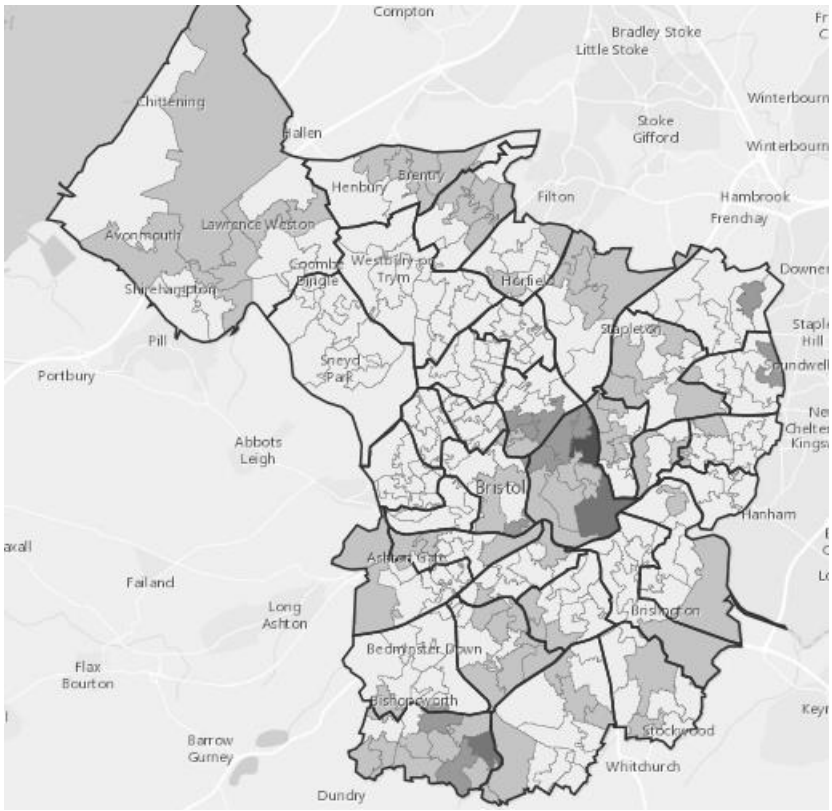
1.1 What is the proposal?
This proposal is about the procurement of the main back office processing system for Revenues and Benefits as well as supporting systems such as a document management system to store all citizen correspondence The existing system has been in place since 1992 and is used for the billing, collection and enforcement of Council Tax, Business Rates and Business Improvement District Levy. It is also used for the assessment and payment of Housing Benefit (HB), Council Tax Reduction (CTR) and also Discretionary Housing Payments. The full scope of the project is not yet decided but may also include an on-line citizen and business account portal to enable citizens to self-serve and view their information and also intelligent automated web forms, such as benefit claim form or council tax move forms. These would integrate with the back office processing system to reduce the need to re-key information and speed up processing time and also a document management system for the storage of all correspondence and evidence required to process the back office processing.

Step 2: What information do we have?

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

2.1 What data or evidence is there which tells us who is, or could be affected?
Our existing HB/CTR claim database provides accurate data on the geographical location, household income, age, disability (if specific benefits such as Disability Living Allowance (DLA) or Personal Independence Payments (PIP) are in payment), and sex of the claimant, partner and dependants. However in respect of Council Tax, Business Rates and Business Improvement Districts there only exists accurate data on the geographical location, as the other data regarding equalities information of households is not required, nor is there any legal obligation to request this, in order to make relevant households and businesses liable.

Map 1: This map shows the distribution of our current working age HB/CTR caseload – the darker the shade of grey, the more working age recipients (ward boundaries shown in black).



The areas most impacted by the proposal are generally more deprived areas of the city and are mainly located in the centre or on the periphery.

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

Our existing HB/CTR claim database does not hold data on religious belief/lack of belief, sexual orientation, marriage/civil partnerships, pregnancy/maternity, gender reassignment or disability (unless a disability related benefit is in payment).

Some limited data is held on ethnicity but this is of poor quality due to the low response rates to equality questions asked on the HB/CTR application form.

For Council Tax, Business Rates and Business Improvement District Levy liabilities there is no information held.

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

There is no community involvement planned as the proposed changes are internal only and will not be visible to citizens.

Step 3: Who might the proposal impact?

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

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?
This project deals with the procurement of the revenues and benefits back office processing system. The proposed solution, i.e. to retain the existing supplier with no loss of functionality means there are no negative impacts, however any adverse impact caused by loss of functionality would be universally experienced. We will, wherever possible, look to add additional modules, wherever possible, in an effort to minimise any impact on people on the basis of their protected characteristics. As a core line of business system which contains personal information, access to data is restricted to authorised users and in accordance with the provisions of the Data Protection Act 2018. User access is reviewed regularly. We are adhering to Information Governance's requirements and will implement any recommendations from the Privacy Impact Assessment.
3.3 Does the proposal create any benefits for people with protected characteristics?
It is possible that as part of the procurement process, new functionality or streamlining of processes could take place which could improve the speed of processing or quality of information / documentation available to citizens and / or businesses.
3.4 Can they be maximised? If so, how?
We will consider accessibility requirements as part of service specification development

Step 4: So what?

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

4.1 How has the equality impact assessment informed or changed the proposal?
The EqIA has provided an opportunity to review opportunities to minimise impact and provide improved outcomes. The respective services already have a Privacy Impact Assessment and Record of Processing Activity and will ensure that any recommendations from the Information Governance team are implemented.
4.2 What actions have been identified going forward?
Soft market testing has been undertaken which has indicated that remaining with the current supplier appears to be the most cost effective option. However, due to the size and value of this contract, it will be a key decision and will follow the correct pathway as well as a briefing with Cllr Cheney.
4.3 How will the impact of your proposal and actions be measured moving forward?
Continuing with the current supplier – maintaining a status quo - minimises any potential for new risks which could impact on those with protected characteristics.

Director Sign-Off: Denise Murray	Equalities Officer Sign Off: *Reviewed by Equalities and Community Cohesion Team*
Date:	Date: 22/11/2019

Eco Impact Checklist

Title of report: Procurement of Revenues and Benefits system				
Report author: Martin Smith				
Anticipated date of key decision Nov/Dec 2019				
Summary of proposals: Project to replace the current back office system used for the administration of council tax, non-domestic rate, business improvement district levy and housing benefit and the document management system where incoming correspondence is stored.				
Will the proposal impact on...	Yes/ No	+ive or -ive	If Yes…	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Y	-ive	Electricity required to operate servers and desktop / laptop computers.	Energy efficient infrastructure to be used wherever possible.
Bristol's resilience to the effects of climate change?	N			
Consumption of non-renewable resources?	Y	-ive	Electricity required to operate servers and desktop / laptop computers.	Energy efficient infrastructure to be used wherever possible.
Production, recycling or disposal of waste	Y	-ive	Installation of new servers will mean old servers are disposed of.	Dispose of waste legally and according to the waste hierarchy.
The appearance of the city?	N			
Pollution to land, water, or air?	N			
Wildlife and habitats?	N			
Consulted with:				
Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u>				
The environmental impacts linked to this report are minimal. There is likely to be some waste generation and resource use and this will be mitigated by ensuring waste is dealt with legally and that energy efficient infrastructure is used.				
Checklist completed by:				
Name:	Kevin Smith			
Dept.:	Resources			
Extension:	21122			

Date:	16 Aug 2019
Verified by Environmental Performance Team	Nicola Hares – Environmental Performance

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 04 February 2020

TITLE	**Re-Procurement of Domestic Abuse and Sexual Violence Services Contracts**		
Ward(s)	**All**		
Author:	**Thara Raj** **Sue Moss**	**Job title: Consultant in Public Health – Safer City** **Senior Public Health Specialist – Safer City**	
Cabinet lead: Cllr Asher Craig		**Executive Director lead: Jacqui Jensen**	
Proposal origin: *BCC Staff*			
Decision maker: Cabinet Member **Decision forum:** *Cabinet*			

Purpose of Report:
Bristol City Council commission a range of support services for survivors of domestic and sexual violence in the city. These important services have been in place for a number of years and form a vital part of Bristol's infrastructure. The contracts for these services end on 31st July 2021.

Specialist Domestic and Sexual abuse services therefore need to be procured with new contracts due to be in place from August 1st 2021

The contract term will be 1St August 2021 to 31st July 2026 with the option to extend for a further 2 years until 31st 2028 within a maximum annual cost of £1.36m per annum.

This report seeks authorisation from Cabinet for authority to be delegated to the Executive Director for People in consultation with Cabinet Member for Public Health to take all steps necessary to procure and award the contract(s) necessary for the implementation of Domestic Abuse and Sexual Violence Services, in-line with the procurement routes and maximum budget envelopes outlined in this report,

Evidence Base:
Domestic abuse
Men, women and children can be victims of domestic abuse and in 2013 the government defined it as:
'Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This can encompass, but is not limited to, the following types of abuse: psychological, physical, sexual, financial, and emotional'. Prior to 2013 the definition of domestic abuse did not include young people aged 16 to 17 and coercive control – a pattern of controlling behaviour.

Each year more than 100,000 people in the UK are at high and imminent risk of being murdered or seriously injured as a result of domestic abuse (Safe Lives, 2015).

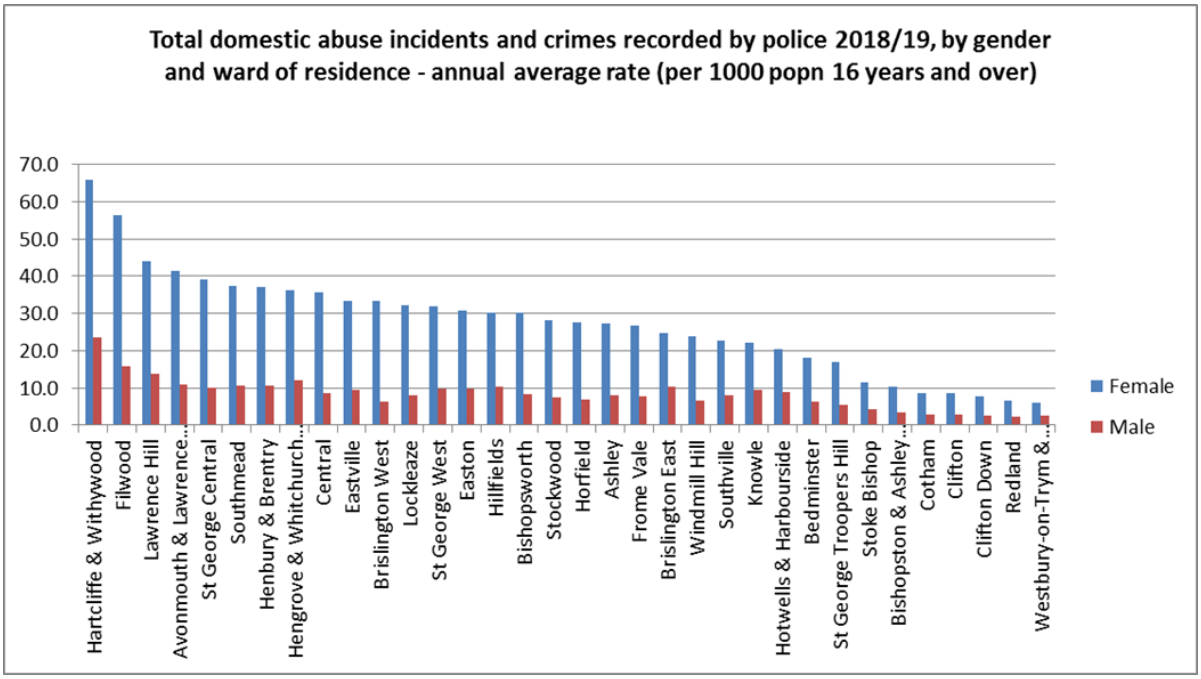
Sexual Abuse/Violence -The World Health Organisation (WHO) defines sexual violence as: *any sexual act, attempt to obtain a sexual act, unwanted sexual comments or advances, or acts to traffic, or otherwise directed, against a person's sexuality using coercion, by any person regardless of their relationship to the victim, in any setting, including but not limited to home and work*".

Only around 15% of those who experience sexual violence report to the police (*An Overview of Sexual Offending in England and Wales, 2013)*

Domestic Abuse in Bristol

- An estimated 17,000 people aged between 16 and 59 are likely to experience Domestic Violence and Abuse in the last year: Most will be female (>11,000)
- It is estimated that more than 60,000 of adults have experienced DVA since age of 16: more than 50,000 DVA partner abuse
- In 2018/19 there was a total of 10,021 recorded domestic abuse crime and incidents (Police data)
- When we consider the police reports by ward there is a significant variation in reported incidents across the City. (See Figure 1 below)

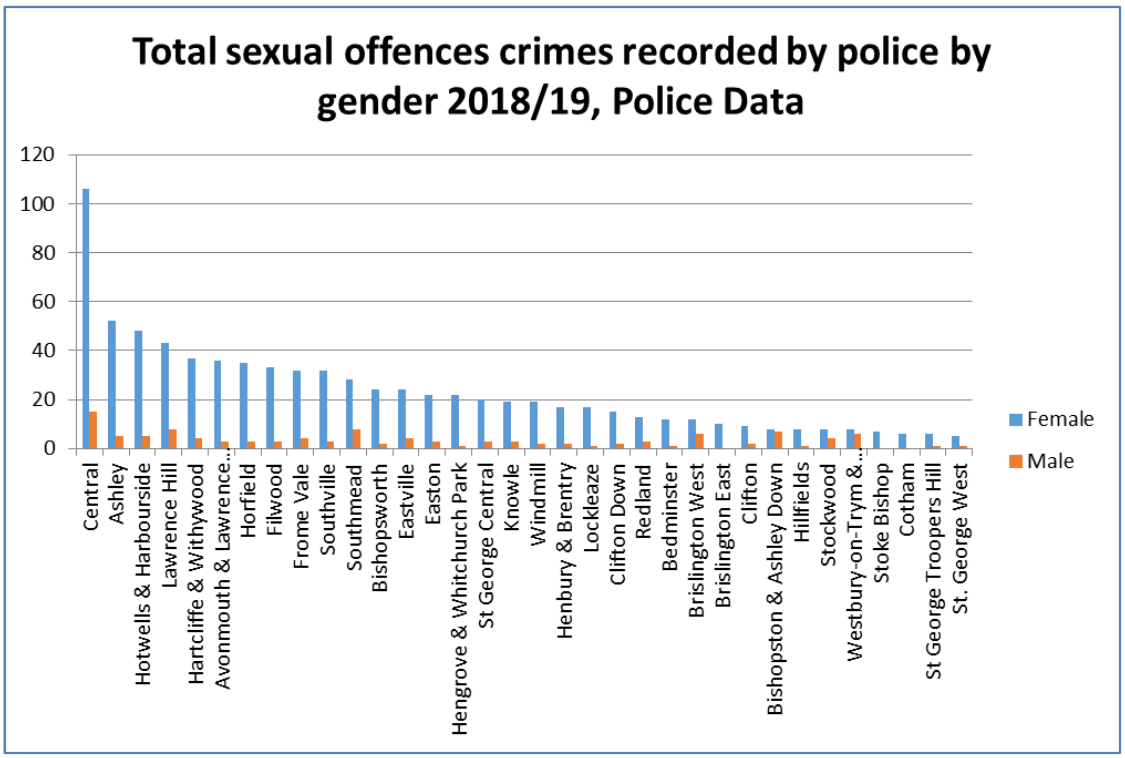
Figure 1



Sexual Abuse in Bristol

- It is estimated that up to 6200 could have experienced sexual assault in last year; approx. 4000 women.
- In 2018/19 there were a total of 1025 sexual offences recorded in Bristol: This is a rate of 2.2 per 1000 for the city (Police data)
- The majority of recorded police offences happened in the central ward of Bristol (Police data)
- Estimates highlight that approximately only 1 in 5 offences are reported to police
- The chart (Figure 2) below displays the number of crimes per ward , with recorded crime for this offence being highest in Central Ward

Figure 2



(ii) The recommendations of a recent needs assessment and engagement work included:

- The importance of exploring opportunities for prevention at every level including work with schools and communities.
- The development of a strategy that is owned by all departments and agencies.
- The importance of Early Intervention work to prevent crisis situations arising.
- The need to continually strengthen partnership working and the benefits of co-location of services was highlighted.
- That a clearer pathway for survivors of Domestic Violence and Abuse needs to be developed as part of the recommissioning process.
- Specialist provision for equalities groups including people with learning disabilities, Gypsy, Roma and travellers, should be taken in account
- Recognition of the high level of need for advice, counselling and therapeutic support for survivors of sexual abuse of all ages.

Cabinet Member / Officer Recommendations:

That Cabinet:

1. Approve the reprocurement of the contracts for domestic and sexual violence services from 1st August 2021 to 31st July 2026, with an option to extend for a further 2 years (up to 31st July 2028), at a cost of £1.36m per annum.
2. Authorise the Executive Director for People in consultation with the Cabinet Member for Public Health to take all steps necessary to procure and award the contract(s).

Corporate Strategy alignment:

This aligns with the corporate strategy because it follows the principle of 'contributing to safer communities including zero-tolerance to abuse or crime based on gender, disability, race, age, religion or sexuality.'

Providing support for survivors of domestic and/ or sexual abuse will improve their 'physical and mental health and wellbeing' and this proposal also aligns with the corporate strategy's commitment to give children the best start in life by supporting survivors and hence aiming to break the cycle of violence and abuse.

City Benefits:
The services will specifically have an impact on people from certain equality groups:

- Women are more likely than men to experience domestic and sexual abuse and women make up the majority of users of Domestic and Sexual violence support services, however we also need to ensure the offer for men, transgender and non-binary individuals and whether this is fit for purpose;
- Nationally women with a long-term illness or disability were more likely to be victims of any domestic abuse in the last year (16%), compared with those without a long-term illness or disability (Public Health England, 2015). Women with disabilities are currently accessing these services.
- The services will work with a significant number of individuals from BAME communities, it is believed that domestic abuse and sexual abuse is under reported in many of these communities and we would like to investigate this further.

Consultation Details:

A workshop hosted by Locality was held in September 2019 that brought together key stakeholders at the start of the reprocurement journey and elected members were part of that event.

During October and November 2019 early engagement events have been held in Hartcliffe, Filwood, Southmead and Barton Hill, views were sought from those living and working in communities with the highest rates of reporting of domestic and sexual abuse. An evening event was also held in the centre of Bristol. Over 40 people attended these events and common themes are being identified.

An online survey has also been undertaken to give further opportunities for people to give their views on what Bristol City Council's future provision should be for those affected by domestic and sexual abuse.

The following questions have been used:

1. What would you do if you, a friend or relative needed support around domestic or sexual abuse?
2. How can we make sure that everyone gets help when they need it?
3. What sort of help do you think is needed? And what would be the one thing that we must provide?

The procurement of Domestic and Sexual Abuse services was discussed at People Scrutiny on 28th November 2019.

The formal consultation stage will begin in May 2020. We expect to have an online survey and to hold some consultation events - we will be holding these events at venues across the City in order to engage those who may find it difficult to come to a venue in Central Bristol. We also plan to go out to meetings of Equalities groups.

It is important to highlight that the Domestic and Sexual Violence services commissioned and funded by NHS England/Improvement, the Office for the Police and Crime Commissioner and BNSSG (Bristol North Somerset and South Gloucestershire Clinical Commissioning Group) are not being recommissioned at this stage. Therefore, services out of scope include: the Sexual Assault Referral Centre, Independent Sexual Violence Advisers and much of the Sexual Violence therapeutic provision. NHS England/Improvement, the OPCC and BNSSG are all part of the Bristol Domestic Abuse and Sexual Violence Services commissioning board. This procurement will be undertaken in alignment with these other services and commissioners of these wider services have been included in this procurement process.

Background Documents:
The background papers that have been used in the development of these recommendations are:

- Home Office (2013) Strategy to end violence against women and girls 2016-2020 https://www.gov.uk/government/publications/strategy-to-end-violence-against-women-and-girls-2016-to-2020
- NICE Guideline PH 50 Domestic Violence and Abuse: Multi Agency working https://www.nice.org.uk/guidance/ph50
- NICE Quality Standard 116 https://www.nice.org.uk/guidance/qs116/chapter/Introduction
- Sexual Violence Support Services – Voscur carried out a sexual violence needs assessment for Avon and Somerset

https://www.voscur.org/system/files/Needs%20Assessment_0.pdf

- Identification and Referral to Improve Safety (IRIS) is an evidence based programme of training and support in primary health-care practices to increase identification of women experiencing domestic violence and their referral to specialist advocacy services. https://www.ncbi.nlm.nih.gov/pubmed/22730555 & http://www.irisdomesticviolence.org.uk/iris/
- IDVAs in Hospital Emergency Departments-http://safelives.org.uk/sites/default/files/resources/Cry for Health full report.pdf
- STRATEGIC DIRECTION FOR SEXUAL ASSAULT AND ABUSE SERVICES -Lifelong care for victims and survivors: 2018 – 2023 https://www.england.nhs.uk/wp-content/uploads/2018/04/strategic-direction-sexual-assault-and-abuse-services.pdf
-

Revenue Cost	**£1,360,000 per annum (currently in scope)**	**Source of Revenue Funding**	General Fund Community Safety and Public Health Grant
Capital Cost	**£**	**Source of Capital Funding**	*e.g. grant/ prudential borrowing etc.*
One off cost ☐	**Ongoing cost** ☒	**Saving Proposal** ☐	**Income generation proposal** ☐

Required information to be completed by Financial/Legal/ICT/ HR partners:
1. Finance Advice: The report is seeking approval to commence arrangements to re-procure services to support survivors of domestic and sexual violence in the city. The service is currently funded from General Fund Community Health Budget for Domestic Abuse and Sexual Violence, DVA (includes Violence and Abuse against Women and Girls, VAAG). The gross budget is £1.496m (2019/20) including provision of £1.36m for the DVA services set out in the recommendations above. This assumes that current spend (based on spend to November 2019) remains within forecast and that the successful bid/s will be within the current costs plus inflation. The service is reliant on funding support from Public Health, AEF and Troubled Families (TF) grants together with Substance Misuse (SM) contributions totalling £0.471m. While there is a high degree of certainty around the future of TF, AEF and SM funding going forward the authority is waiting on the outcome of government review of the Public Health ring fenced grant. Though the review has been deferred the future of Public Health Grant remains unclear beyond 2020/21. Spending plans for 2021/222 will need to ensure that the Community Health DVA commitment of £0.217m from Public Health is included.
Finance Business Partner: Denise Hunt, 2nd January 2020.
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 Leader, 6 December 2019
3. Implications on IT: No direct impact anticipated on IT Services, however the opportunity to develop/renew data sharing agreements should probably be undertaken with Information Assurance colleagues.
IT Team Leader: Simon Oliver, Director Digital Transformation, 16th December 2019
4. HR Advice: The procurement of specialist domestic and sexual abuse service will be implemented in August 2021 when existing contracts will end. The current service is wholly provided by external organisations, namely Next Link, One 25, Somerset and Avon Rape and Sexual Abuse Support (SARSAS) and Victim Support. No direct HR implications are anticipated as the current and new provision will not involve BCC staff. The procurement process is advised to consider TUPE implications between existing and new providers.
HR Partner: Celia Williams, HR Business Partner, 6th December 2019

EDM Sign-off	Jacqui Jensen	11th December 2019
Cabinet Member sign-off	Cllr Asher Craig	28th November 2019
For Key Decisions - Mayor's Office sign-off	Mayor's Office	21st January 2020

Appendix A – Further essential background / detail on the proposal	**NO**
Appendix B – Details of consultation carried out - internal and external	**NO**
Appendix C – Summary of any engagement with scrutiny Included in the paper	**NO**
Appendix D – Risk assessment	**NO**
Appendix E – Equalities screening / impact assessment of proposal *EqIA to follow pending finalisation*	**NO**
Appendix F – Eco-impact screening/ impact assessment of proposal *Will be finalised with the Commissioning Strategy at Formal Consultation Stage*	**NO**
Appendix G – Financial Advice Included within the paper.	**NO**
Appendix H – Legal Advice Included within the paper.	**NO**
Appendix I – Exempt Information	**NO**
Appendix J – HR advice Included within the paper.	**NO**
Appendix K – ICT Included within the paper.	**NO**

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 04 February 2020

TITLE	**Library Strategy**	
Ward(s)	All	
Author: Kate Murray		**Job title: Head of Libraries**
Cabinet lead: Councillor Asher Craig		**Executive Director lead: Stephen Peacock**
Proposal origin: Councillor		
Decision maker: Cabinet Member **Decision forum:** Cabinet		
Purpose of Report: 1. To agree and publish the Library Strategy 2020-2024		

Evidence Base:

1. At the July 2018 cabinet it was confirmed that Bristol City Council will continue to manage all existing 27 libraries across the city with the current locations, library staff and opening hours with the existing budget.

2. At the October 2018 cabinet the production of a citywide Library Strategy was approved, to be delivered by the Library Project ('Extended Community Offer') with budget £359k

3. It was acknowledged both internally and with external consultants that the service had no strategic plan for development and this period of stability (from July 2018) was an ideal opportunity to test and refresh the vision originally agreed in the September 2015 cabinet and create a longer term library strategy.

4. The library strategy has taken into consideration all the feedback from the 2017 Your Neighbourhood consultation, the community engagement meetings that took part in January – April 2019, staff engagement, the subsequent meetings, conversations and ongoing interest from organisations and groups, including Friends of Library groups. It has also taken into consideration the ongoing conversations with academic institutions. We have also had input from Communities Scrutiny.

5. The strategy has a strong element of co-production as its development has run in parallel with the extended community engagement started in January 2019.

6. The strategy contains a vision for the service, key themes that echo the council's Corporate Plan and key actions and measures. Libraries are already a natural community hub, bringing people and communities together in a free and welcoming space. We will explore, in collaboration with the community, what more can be added to sites and library services. There were many suggestions and proposals put forward in the 2019 engagement, some of which are already in progress. We are working with community and Friends Groups to enable some of the priority actions to be put in place, and have launched the Library Innovation Fund to support ideas that may require seed funding.

7. The implementation of the Library Project Team (with funding agreed in October 2018 cabinet) has produced a framework for prioritising the wealth of ideas generated by the community, an evaluation and assessment framework and the work to launch the Library Innovation Fund. This has formed the essential groundwork for the first year of the Library Strategy.

7. We will use any further engagement with Communities Scrutiny Commission to inform the delivery of the strategy in line with the annual Library Service Plan.

Cabinet Member / Officer Recommendations:
1. Approve the Library Strategy 2020-2024 and authorise the Executive Director Growth and Regeneration in consultation with the Deputy Mayor and Cabinet Member – Communities (Public Health, Public Transport, Libraries, Parks), Events and Equalities to implement the strategy.

Corporate Strategy alignment:
The library strategy is underpinned by the 4 main themes from the corporate strategy:

1. Bristol's libraries empower and care
    a. Libraries contribute to the empowerment of individuals, local communities and city partners
2. Bristol's libraries are fair and inclusive
    a. Libraries contribute to economic inclusion, social mobility and democracy through the provision of services, learning opportunities and the development of skills, and public space for gatherings
3. Bristol's libraries help connect people in communities
    a. Libraries help connect people to people and to opportunity, locally, citywide, nationally and internationally
4. Bristol's libraries support and enable wellbeing
    a. Libraries promote mental and physical wellbeing by connecting people with knowledge, opportunities, services and with each other

City Benefits:
Benefits for Bristol Citizens are expected to be:
1. Greater participation in the library by the local community (and the associated outcomes that brings as above)
2. Residents are learning by doing and innovating whilst supporting their community
3. Greater use of libraries by underrepresented groups
4. Greater use of the library building as a community asset

Consultation Details:
1. Community Engagement meetings January – April 2019
2. Staff meetings and Library Friends Groups (Citywide meeting October 1st 2019)
3. Scrutiny Communities Commission October 10th 2019

Background Documents:
Library Strategy Cabinet report 2nd October 2018

Revenue Cost	**£0**	**Source of Revenue Funding**	Delivery ongoing as part of Library Service annual Service Budget (+ any approved project budgets)
Capital Cost	**£0**	**Source of Capital Funding**	Delivery ongoing as part of approved capital for the Library Service (e.g. buildings, IT)
One off cost ☐	**Ongoing cost** ☒	**Saving Proposal** ☐	**Income generation proposal** ☐

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

1. Finance Advice: The report seeks approval of the Library strategy which sets out the vision of the service which is funded by the revenue general fund budget. The Council has a net annual service revenue budget of £4.6m which funds running all the on-going library provision.

In addition a one-off earmarked reserve of £0.5m is supporting delivery of the strategy and delivery of community led schemes through an Innovation Fund and £0.6m in the current capital programme.

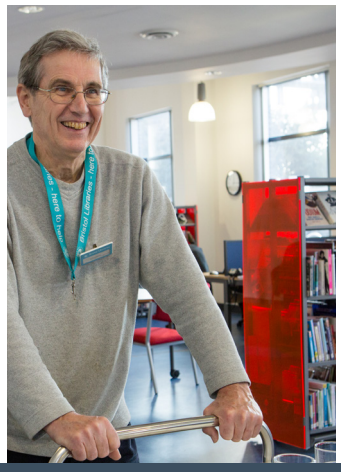
Delivery of the service and strategy will be within the resources outlined above and there is no impact on the medium term financial plan.

Finance Business Partner: Mike Pilcher; Finance Business Partner 22/01/2020
2. Legal Advice: The Public Libraries and Museums Act 1964 imposes a statutory duty on the Council to provide a comprehensive and efficient library service for all persons desiring to use it including providing facilities to borrow books and other materials to those who live work and study in the area. The Council must have regard to the desirability of encouraging both adults and children to make full use of the library service, and providing advice as to its use. The library strategy complies with this duty. The Public Sector Equality duty requires consideration of the need to promote equality for persons with "protected characteristics" when making decisions and to have due regard to the need to i) eliminate discrimination, harassment, and victimisation; ii) advance equality of opportunity; and iii) foster good relations between persons who share a relevant protected characteristic and those who do not share it. An Equalities Impact Assessment in relation to this decision has been completed which must be taken into consideration before taking the decision to adopt the strategy.
Legal Team Leader: Sarah Sharland Team Leader Litigation Regulatory and Community Team 11/12/19
3. Implications on IT: IT Services are supportive of the Library Strategy, however, the refresh of IT equipment and the provision of data needs to be considered beyond the current end-goal; a review of the underlying infrastructure and systems is recommended which should focus on the enablement of future flexibility (such as community-led delivery and/or provision of services via a charitable social enterprise) and remove the constraints of being joined to the Council's Core Network
IT Team Leader: Simon Oliver, Director of Digital Transformation, 17/12/19
4. HR Advice: The paper seeks to secure approval for the 2020-24 Library Strategy. Whilst are no HR implications anticipated, it is important to continue to engage the Library workforce in the plans for the future of the service
HR Partner: Celia Williams, HR Business Partner, 11/12/19

EDM Sign-off	Stephen Peacock	December 18th 2019
Cabinet Member sign-off	Councillor Asher Craig	December 19th 2019
For Key Decisions - Mayor's Office sign-off	Mayor's Office	January 6th 2020

Appendix A – Further essential background / detail on the proposal: Library Strategy 2020-24	**YES**
Appendix B – Details of consultation carried out - internal and external	**NO**
Appendix C – Summary of any engagement with scrutiny	**NO**
Appendix D – Risk assessment	**YES**
Appendix E – Equalities screening / impact assessment of proposal	**YES**
Appendix F – Eco-impact screening/ impact assessment of proposal This proposal is a strategy and has minimal environmental impacts; therefore a full Eco IA is not required. Past cabinet papers about the library service have had Eco IAs completed that considers the installation of new technology in libraries and these should be referenced where this does happen. Any substantial building changes that may have an environmental impact will be separately assessed for environmental impacts and mitigation measures will be put in to place during these assessments.	**NO**
Appendix G – Financial Advice	**NO**

Appendix H – Legal Advice	**NO**
Appendix I – Exempt Information	**NO**
Appendix J – HR advice	**NO**
Appendix K – ICT	**NO**



Bristol City Council

Library Strategy

2020 - 2024

www.bristol.gov.uk/libraries

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If you would like this information in another language, Braille, audio, large print, easy English, BSL video or plain text please contact 0117 903 7370 or email bristol.library.service@bristol.gov.uk

Executive Summary

I am delighted to introduce Bristol's first Library Strategy in well over a decade, at a time of positive change, arising from a very thorough and informative conversation with residents and city partners.

I take my role as Cabinet Member with responsibility for library services incredibly seriously. I have visited every library in Bristol and participated in the recent library conversations held across the city in order to better understand the challenges each of our libraries face. What was very apparent was that the library service needs to be more ambitious in order to better meet the needs of its users. I am grateful to all the individuals, families and organisations that took time to attend the library conversations and to every single person who expressed their views.

We have listened to your comments and suggestions, and this strategy reflects what we have heard.

Libraries play a unique role in our society, providing us with learning, resources, safe community spaces and digital access. They are about more than books or computers - they are spaces for people to meet, learn and exchange ideas. We have heard and seen the passion of communities that want to keep their local library, and this strategy reflects the approach we plan to take over the next four years.

In parts of the city the use of libraries in Bristol has been declining, whilst customers' expectations have continued to evolve as more people read, learn, shop and seek entertainment online.

We will continue to work with our communities, employees and volunteers to ensure that we create a modern library service that is fit for the 21st century, whilst also continuing to explore the opportunities that innovative technology affords and being open to new and creative ideas.

I am incredibly proud of Bristol's Library Service and that includes our employees and volunteers who help to deliver it.

By 2024

- We will have a library service that is shaped by local communities and delivered in partnership with Bristol's residents. It will be a joint endeavour to put library buildings at the heart of communities, so that they become much more than a library.
- We will have out of hours access to library buildings for communities, so that the space can be used easily, and there will be a wealth of activity happening outside staffed hours. Libraries will be the heart of our local communities with local people making use of the space and working in collaboration with the council.
- There will be new public computers and new self-service kiosks in libraries. There will be wifi printing in every site, for quick and simple printing needs.
- We will be taking the opportunity to plan new library spaces in developments around the city. Provision of libraries will be integrated in the building process.
- We will have run innovation and learning projects, reviewed and shared the learning and evaluated community-led projects (including those being funded via our new Libraries Innovation Fund). This will help us continue to design and develop the library service in partnership with the community into the future.

I am excited that we are continuing to develop a library service that will continue to play a role in the lives of people across our communities – people of all ages, backgrounds and cultures. I therefore commend this strategy to you, the people of Bristol.

Cllr Asher Craig

Deputy Mayor and Cabinet Member for Communities, Equalities & Public Health

Introduction

"A library in the middle of a community is a cross between an emergency exit, a life-raft and a festival. They are cathedrals of the mind; hospitals of the soul; theme parks of the imagination. On a cold rainy island, they are the only sheltered public spaces where you are not a consumer, but a citizen instead" **Caitlin Moran** columnist and author ('Moranthology', 2012).

The Library Strategy sets out the direction of travel over the next four years for Bristol Libraries, ensuring that the service is sustainable and relevant to the residents of Bristol. The landscape for libraries has changed dramatically in the last ten years, within the context of funding and resources in Bristol City Council. The service requires a more adaptable approach to meet the changing needs of the city and its residents, and can only do this with community engagement.

Libraries are recognised nationally as providing a significant role to communities in delivering a broad range of outcomes, including increasing wellbeing, literacy targets and community cohesion. In addition, their role as a service located within communities provides a rich selection of resources and materials locally and can offer a venue that facilitates a social space, events and shared working in creative and innovative ways. Libraries are uniquely situated, as a trusted and valued service, to work with local communities in responding to changing needs and neighbourhood priorities.

The Library Service is currently delivered from 27 different sites; in future years we must continue to offer the best citywide geographical coverage for residents within the resources we have. We want to work with the community to respond to local interest and need so that the service is more reflective of the population it serves. This would involve making better and more varied use of our library buildings and extending the use of the Library Service. Currently libraries are run wholly by the council and offer a similar service in all 26 branch locations with a more extensive service in the Central Library.

Bristol is a vibrant, creative city and its residents have many ideas about how best to use their local community asset – we need to capitalise on this wave of enthusiasm and explore the boundaries of what is currently available. Some examples of this activity are: extra story times and engagement with families; more events and activities; different uses for the buildings on closed days, all while still providing the library service that our residents feel so strongly about. We will take opportunities, as they arise, to refurbish, change locations, co-locate and share services working with partners, where there are benefits in doing so.

The pace of change is increasing and with it our residents' expectations. While we cannot speculate on the number of libraries in the future, we can guarantee a quality, citywide service that is responsive, modern, relevant and sustainable in a changing world where its value to residents is acknowledged; where the service is the best it can be for all of Bristol.

Kate Murray

Head of Libraries, Bristol City Council

Purpose of the Library Service

Our purpose is to work with partners and communities to build an inclusive city through access to knowledge, information and public spaces. The service exists to:

- Provide access for all to quality resources; knowledgeable and people-focused staff and volunteers; and a welcoming library space
- Maximise value from library and community assets and resources
- Maintain a sustainable financial position

The Vision for Bristol's Libraries

A responsive, relevant and sustainable network of libraries working with communities and partners for the good of local communities and the city as a whole.

Bristol's libraries will be:

- Vibrant and modern
- Meeting the needs of local communities
- Accessible to all

The Bristol City Council Corporate Strategy sets out clear expectations of what the library service must achieve:

Bristol's libraries empower and care

- Libraries contribute to the empowerment of individuals, local communities and city partners

Bristol's libraries help connect people in communities

- Libraries help connect people to people and to opportunity, locally, citywide, nationally and internationally

Bristol's libraries are fair and inclusive

- Libraries contribute to economic inclusion, social mobility and democracy through the provision of services, learning opportunities and the development of skills, and public space for gatherings

Bristol's libraries support and enable wellbeing

- Libraries promote mental and physical wellbeing by connecting people with knowledge, opportunities, services and with each other

These themes sit alongside the One City Plan which aspires to a city for the future, sharing aims of transformation of physical and social possibility. Bristol Libraries supports this by being a key partner positioned in its communities.

Legal Requirements of the Library Service

Bristol City Council has a legal duty to provide a comprehensive and efficient library service for all those who "live, work or study" in the city. (Public Libraries and Museums Act 1964 (PLMA))

In formulating the library strategy the Council must also comply with the public sector equality duty (section 149 of the Equality Act). This requires the council to have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act and to advance equality of opportunity and foster good relations between those who share a relevant protected characteristic and those who do not share it; the relevant protected characteristics are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation and marriage and civil partnership.

Basis for this Strategy

This strategy has built upon the discussions with the community, Friends Groups, staff, councillors and input from the council's Communities Scrutiny Commission. The strategy has also been informed by the work done nationally by Libraries Connected (particularly the Universal Library Offers) and partner organisations such as The Reading Agency and the Carnegie Trust. The Library Service will work collaboratively with the community to ensure that libraries are sustainable and relevant for the future. While this is an overarching strategy for Bristol's libraries, it is expected that local libraries may develop in different ways to reflect the priorities of local communities.

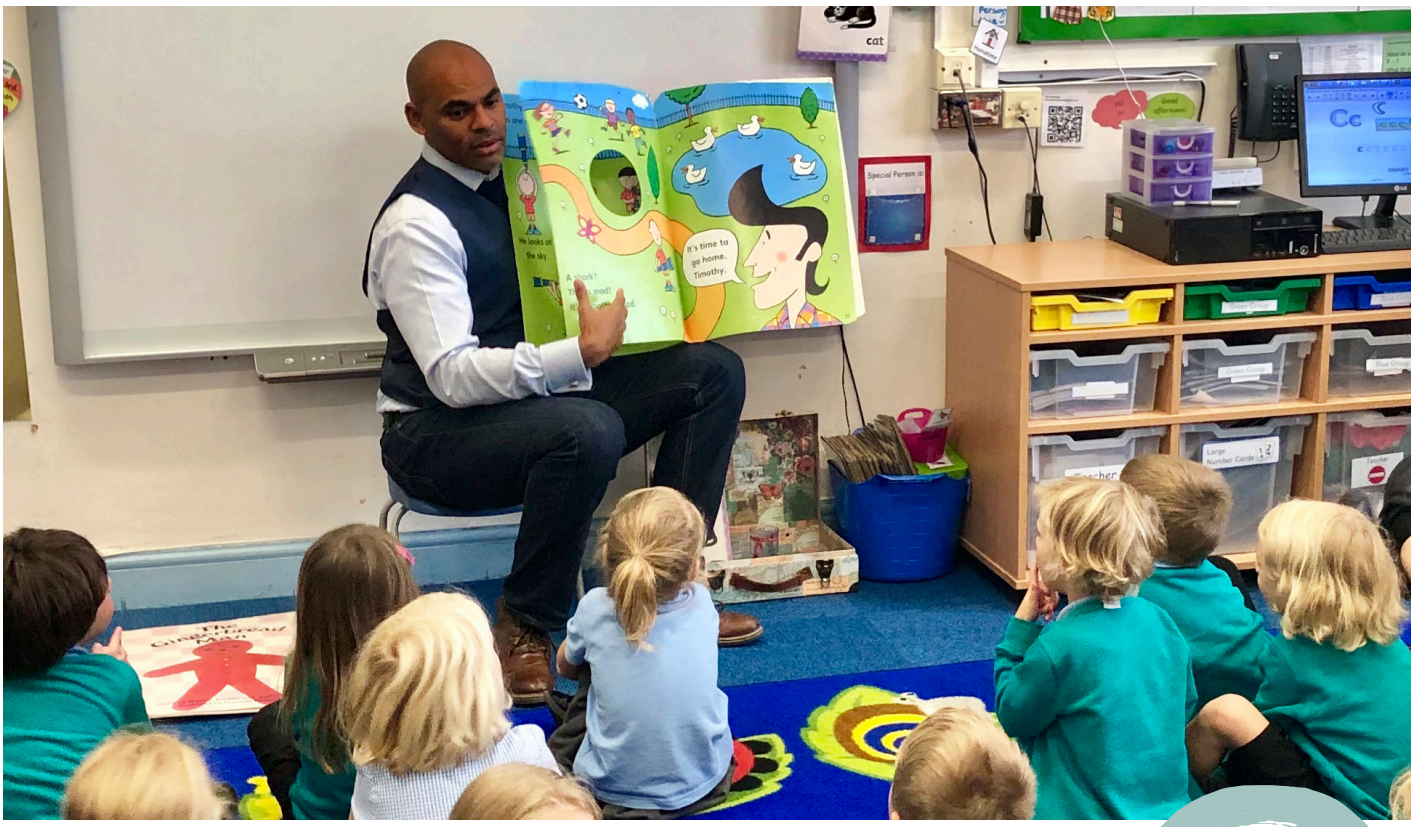
This strategy takes into account what we know about:

- The way the city is changing
- Needs and ideas identified in previous consultations and engagement with communities, staff, service users and equalities groups
- Measures about our current service provision and use
- Costs to deliver library services

See Appendix 1 and Appendix 2 for more details.

The main factors the strategy responds to are:

- ➜ Bristol's Library Service is a universal provision to all residents
- ➜ There are at least 45 religions and 187 countries of birth represented, and at least 91 main languages spoken in Bristol
- ➜ Reading and learning play a key part in reducing inequalities. Deprivation statistics produce a picture of polarity between the most affluent and most deprived neighbourhoods in Bristol. The impact of this is seen across educational attainment, employment opportunity and health outcomes
- ➜ Citizens value their local libraries and the library service
- ➜ Library buildings connect communities and are often the only council asset in local neighbourhoods
- ➜ The public want greater access to use library buildings – with or without staff – and to see improvements in the provision of toilets and refreshments
- ➜ Libraries are needed for a variety of reasons e.g. access to free computers; free, friendly space; professionalism of council library staff; local access to books; access to help and support; access to interesting activities and events
- ➜ Residents want to see improvement to the IT provided in libraries. In addition, use of the public computers is decreasing as more people bring their own electronic devices to the library and require wifi and charging facilities
- ➜ Citizens feel that more could be done with volunteers to support the service
- ➜ The extent of the existing service offer is not widely understood by the public and greater promotion of services is needed in a variety of ways appropriate for multiple audiences



Existing Library Service Provision

Retaining what is working and valued by existing library customers is vital. But we also need to attract new residents and visitors to libraries with better promotion of existing and new services.

The existing service offer in Bristol libraries includes:

- Provision of hard-copy books and information, for reading for pleasure, study and reference purposes
- eResources, including ebooks and eAudio
- Digital access: public computers, free wifi, printing, self-service kiosks
- The Home Library Service, delivered in partnership with the Royal Voluntary Service
- Reader engagement activities, including projects like the Summer Reading Challenge and events like lunchtime lectures
- Activities led by the library staff e.g. baby bounce, storytime and local history displays
- Free community space and some rooms for hire (depending on the building)
- Support to Library Friends Groups across the city

For more information on libraries, opening hours and services please visit:
www.bristol.gov.uk/libraries

Delivery of the Strategy

Delivery of the Library Strategy will be incorporated into the annual Library Service Plan, and any other associated service plans (for example Property Services). The Library Service Plan runs from April to March each year and the associated annual revenue budget for the Library Service is signed off by Bristol City Council's Full Council of elected members, as part of council annual budget setting each February.

The main activities associated with each strategic theme (see page 6) are as follows:

Theme 1: Bristol's libraries empower and care

Libraries contribute to the empowerment of individuals, local communities and city partners

Bristol Libraries will continue the work started in early 2019 to engage, discuss and debate new ideas and community involvement that will inform changes in our services.

Libraries will:

- Develop as hubs for community development, organisation and empowerment
- Support further volunteering opportunities
- Develop Friends Groups – one for each library – to take forward library and community ideas

Our measures of success will be:

➜ An increase in the number of volunteers in the service

➜ The establishment of a constituted Friends Group in each library

➜ Delivering projects and activities developed from the innovation funding by December 2020

➜ Developing case studies of community participation and local empowerment to share good practice to promote and inspire others

We want the local community to be a partner, informing us how the service can fulfil any local gaps or needs. Equally, we want to involve our communities in shaping the local offer from each library so that it reflects interest and need. This will mean much more collaborative working with local residents and communities. We aim to rebuild confidence and trust in the service by responding to the ideas and suggestions put forward via community engagement. The library service can respond by initiating pilot projects for bigger ideas that can test whether these could make the service more sustainable in the future.

Theme 2: Bristol's libraries are fair and inclusive

Libraries contribute to economic inclusion, social mobility and democracy through the provision of services, learning opportunities and the development of skills, and public space for gatherings

Libraries will:

- Promote the love of reading and ensure that all residents have free and equal access to books, ebooks and other reading resources
- Partner with businesses and communities to promote existing provision and increase learning opportunities
- Support and enable community, cultural and business use of libraries
- Promote the library as an accessible public space for meetings and services

Our measures of success will be:

➜ Increased hours of activity in libraries outside staffed opening hours

➜ Increased reader development and engagement, including attendance at events, participants in the Summer Reading Challenge, case studies and evaluation of use of the library as a cultural venue

➜ An increase in business partnerships with libraries

➜ An increase in learning opportunities in libraries

➜ A number of trial activities which explore outcomes and benefits of working with external partners such as health, employer support and debt advice within libraries in specific locations

➜ An increase in satisfaction with libraries in Bristol City Council's Quality of Life survey

➜ An increase in specific groups currently underrepresented in use of the library service

Bristol Libraries will provide and promote quality library materials and support ways into reading and learning with partners and volunteers and community organisations. Books and the love of reading is part of our core offer and we will work with the Reading City initiative in the One City Plan to promote reading in Bristol.

Theme 3: Bristol's libraries help connect people in communities

Libraries help connect people to people and to opportunity, locally, citywide, nationally and internationally

Libraries will:

- Work with city partners to reduce levels of digital exclusion and disadvantage
- Improve accessibility and strengthen community resources and assets by extending the availability of the building outside staffed hours
- Become a hub for quality service offers: self-service kiosks, public computers, wifi printing, digital resources

Our measures of success will be:

➜ Upgraded public-use computers

➜ An increase in the number of hours of IT volunteering to support residents to access digital services

➜ An increase in the number of people using library wifi

➜ Wifi printing available to users in all libraries

➜ Upgraded self-service kiosks

➜ An increase in the number of users accessing digital resources (including ebooks and eAudio)

➜ Increased satisfaction with library IT provision via a customer survey

➜ An increase in activity in libraries outside staffed opening hours

Digital inclusion and access is vital for people who need to access information online, but don't have the skills or resources to do so.

It is recognised that libraries play an increasingly important role in connecting people, being local knowledge hubs and providing places for people to get together. By sharing space and looking for new partnerships with organisations including business start-up hubs, we can explore ways to generate additional income and grow the role of libraries and make better use of these valuable assets.

We will work internally with Housing and Property colleagues to ensure that strategic decisions about developments in communities or concerning library buildings involve the service at every point. We recognise that some of our buildings are in urgent need of upgrading and may not be in the right location or meet the needs of the community. We are committed to taking opportunities through developments to modernise and adapt our library buildings to offer more than a standalone library service and co-locate or offer joint services.

Theme 4: Bristol's libraries support and enable wellbeing;

Libraries promote mental and physical wellbeing by connecting people with knowledge, opportunities, services and with each other

Libraries will:

- Build relationships with partners to help deliver health and wellbeing initiatives to individuals and communities
- Focus funding bids on engagement and pilot culture-led opportunities in areas of greatest need
- Improve library environments
- Improve and promote a wide cultural programme and social inclusion

Our measures of success will be:

➜ An increase in the number of wellbeing partnerships and initiatives run in libraries

➜ An increase in the number of successful funding bids applied for by the library service and the number of successful funding bids applied for by the community in partnership with the library service

➜ Case studies and evaluation of the pilots for the community-led redesign of the library environment

➜ An improvement in our evaluation and tracking of the number and variety of cultural activities taking place in libraries and their attendance

Bristol Libraries offer free, welcoming spaces to everyone. Many of our services offer early intervention and promote wellbeing.

Appendix 1

Data sources and previous consultations and engagement

Quality of Life Survey

Bristol's Quality of Life survey gives local residents an opportunity to voice their opinions about issues close to their hearts and their views on local public services. It has been an annual survey since 2001, but does change over time. The statistics are analysed to a ward level and also equality groups such as age, sex and ethnicity.

The results are used by the council, health service and other public sector partners to help plan local services, track change and improve the quality of life in Bristol. The survey is the council's main tool for providing neighbourhood level statistics and public perception information

www.bristol.gov.uk/statistics-census-information/the-quality-of-life-in-bristol

2017 Your Neighbourhood consultation

The 2017 consultation was primarily focused on finding the savings target of £1.4m by proposing to reduce the number of libraries from 27 to 10.

There were 3,749 responses to the Your Neighbourhood survey. 93% of these filled in the section about libraries. Of the 3,473 (93%) people who responded to the library questions in the consultation, 2,132 people (61%) selected a preferred option of the three libraries options proposed which were to run a reduced number of libraries spread geographically around the city; the Central Library remaining as the core offer for the city centre, city and wider use in the region and nationally; then two types of branch libraries: 'Area' libraries and 'Local' libraries. 286 (13% of those who selected an option) of these also expressed a dislike of all three options in the free text response.

A further 1,341 respondents (39% of 3,473 library respondents) provided free text comments - mostly expressing concern and/or alternative suggestions for running the future library service - but did not select a preferred option in question 1. 816 (almost two-thirds of the 1,341) explicitly stated that they did not support any of the three options.

There were 2,679 free text responses (77%) comprising of 250,000 words with an additional 17,870 words on libraries in 'Next Steps' section. The major themes of the free text were about impact (to the older people, children, families and disadvantaged) and alternative suggestions.

Findings were:

- Citizens clearly value their local libraries and the library service.
- Respondents wished to see more than 10 sites or access points to libraries.
- Citizens felt that a core, council-staffed service of 10 libraries was not sufficient coverage in Bristol neighbourhoods and communities.
- Citizens felt that more could be done with volunteers to support a local service.
- Citizens expressed a wish for status quo or retention of a particular local library.
- That the service was needed in their area for a variety of reasons e.g. access to free computers; free friendly space; professionalism of council library staff; local access to books without the costs and inconvenience of travel.

Community conversation in 2019

Between January and April 2019 we heard from over 300 people (some who used libraries and some who were new to libraries) in 12 public meetings that there was a wealth of interest, energy and excitement about a period of positive community involvement. We received over 1,200 ideas and suggestions which far exceeded our initial hopes. The Friends Groups grew in number from 10 to 17 and we began a series of local meetings to prioritise the ideas that could be community led.

www.bristol.gov.uk/tell-us-your-idea-for-the-library-service

"It's only a library when the door is open. When the door is shut, it's just a closed building"

Comment by a resident at a community engagement session in January 2019

We have learned that the communities feel strongly about their local library and have a wealth of ideas about the service. The general themes were:

- Promotion of services in a variety of ways, appropriate for multiple audiences
- IT – improvements to the public computers and new services
- Building changes - toilets and refreshments
- Access to the building - with or without staff
- More activities and events

Research by Rising Arts and Real Ideas Organisation (RIO) 2019

During 2019, we learned from focus groups in secondary schools and sixth forms and also from sessions held by Rising Arts with young people 16-24 year olds. The findings from the projects produced some cross-cutting issues the strategy will address for young people and how they access the library service:

- Ensure that communication and messaging with young people about the library service is targeted and accessible. The use of social media networks is key
- Involve and engage young people in partnership with developments in the library service
- Produce a space that reflects the needs of young people in their pursuit of learning and creativity
- Make libraries more accessible to support young people with study after school and in the evenings

The reports can be accessed here:

www.bristol.gov.uk/tell-us-your-idea-for-the-library-service

Impact assessment by Equalities Group, October 2019

Protected Characteristic	Potential impact / requirement	Mitigation / Justification
All groups (cross cutting)	• Lack of knowledge about Library Service	Communication strategy will provide a range of media and messaging to suit differing audiences and make the information about the libraries' services, events and activities accessible to all
	• The library is a safe place to visit	All staff will have adequate training that will be taken forward with future work with volunteers, friends groups and extended opening Training and DBS checks will be necessitated Visual statements of what behaviour is expected in the library will be displayed (as per Stonewall research evidence) Reporting mechanisms for discrimination will be in place and utilised Projects to engage groups will evaluate what users determine 'a safe place' (innovation funding, pilot projects)
	• Provision of toilet	Toilet provision depends on the specific building and is not in direct control of library service. Toilet changes will be considered as a pilot project in the first year of the strategy and learning taken forward in subsequent period
	• Tackling discrimination and non-tolerance	Use of posters/information visually displaying what is considered discrimination and what will not be tolerated Training of all staff (paid/unpaid/Friends group members) Robust reporting system Continued conversations and engagement with groups with protected characteristics in Bristol with BCC Equalities Advisor

Protected Characteristic	Potential impact / requirement	Mitigation / Justification
Age: Older People	• Easy access and proximity to the home	The Royal Voluntary Service (RVS) contract to deliver books to homes spans the length of the strategy
	• Continued access to book lending	
	• A safe, physical space to spend time around other people and engage in the community, which is nonetheless not overly noisy	Regular timetabled activities ensure library users are able to consider times to visit. This will be covered within the communications and information to users that will be provided in suitable accessible formats
	• Access to information about events and neighbourhood news	This will be continued as is, with improved formats and promotion of events to target audiences actively. The communications will be tailored in a range of media
	• Access to ICT facilities, and help to use them	These sessions are targeted and tailored across a variety of topics and at various levels of ability
	• Libraries on bus routes	All libraries are on bus routes and the information on bus services will be made accessible and available on the website
Age: Young People	• Easy access via public transport or walking, including from universities, schools and colleges	All libraries are on bus routes and communicating travel information will be included and made more accessible and available on the website. Libraries currently are located in 27 sites across the city
	• Study / work space, preferably quiet	
	• Modern, welcoming venues for meeting other people	
	• Access to ICT facilities, particularly wifi and computers for study/ homework	The findings from the two studies carried out with young people (RIO and Rising Arts) will inform the strategy with recommendations for extending opening hours for young people to do their homework after school and with direct communication that relates to young people – targeted and relevant (social media)
	• Access to books for homework	

Protected Characteristic	Potential impact / requirement	Mitigation / Justification
Young People *(continued)*	• A place to go that gives independence • Access to a wide range of books to read	Proposal for a pilot project to run from April 2020 to August 2021 to develop ideas and engagement for working with young people responding to earlier consultation with this age group
Disability	• Good accessibility into and within buildings, and accessible facilities (e.g. signage, toilets)	Accessibility into and within buildings is compliant with legislation. The Library Service will ensure detail of what is available and what alternative provision can be provided is better communicated
	• Large print and audio books and assistive/ accessible ICT services	Accessible IT has formed part of the conversation with the council's IT department with the upgrading of library IT equipment. The additional elements not included in this are being scoped and form part of the strategy
	• Easy parking / transport	Information will be clearly communicated on the website/information, including a link to the AccessAble website
	• A safe space to visit, to reduce social isolation and increase access to events	All volunteers are DBS checked and carry out training on safeguarding and IT safe security. There is a code of conduct for volunteers. An exclusion policy is in place and used within libraries. Further consultation will continue with disability groups to ensure an accurate understanding of need, in line with developments and offers in the library service. Conversations will continue with WECIL The strategy will continue to work on being inclusive as developments change in view of friends or volunteers taking on more responsibility in the future. The Strategy reflects the values of the library – and this will be produced in visible statements of inclusivity; i.e. what behaviour is not tolerated (Stonewall research) There will be clear processes for how to report incidents of discrimination

Protected Characteristic	Potential impact / requirement	Mitigation / Justification
Disability *(continued)*	• Co-location with other services • Staff to help with advice and services • Near to home – not too far to travel	There are 27 libraries located across Bristol that are mapped to be accessible to people from local neighbourhoods, as well as being on bus routes and near other local amenities
Sex	Data from the Quality of Life (QoL) survey suggests more women than men use the library service.	Data taken from the QoL survey reflects 39% men and 52% women are library card holders. The library service provides a number of services to ensure equality of service provision including extended opening hours Improved collection of library user demographic data is included in the strategy Introduction of iPads within library buildings for users to input anonymous data regarding themselves and their visit will support this. Innovation funded projects have to include data of users in their evaluation as part of the funding criteria
Sexual Orientation	See above section *'All Groups'*	A centralised events diary will be used to assess what events are taking place - and to identify gaps and perhaps target what else could be added The library service's Reader Engagement Team are responsible for overseeing activities

Protected Characteristic	Potential impact / requirement	Mitigation / Justification
Pregnancy/ Maternity	Consistency of offer of accessible changing	Provision of welcoming service with groups and sessions aimed at pregnancy and new parents 'Breastfeeding welcome' signage and accessible changing facilities Toilet facilities in some libraries: this will be clearly signposted on library information sites
Gender reassignment	See above section *'All Groups'*	Bristol City Council paid employees all receive training on awareness raising. Offer can be extended to unpaid staff within library service
Race	• Libraries that function as spaces to socialise with friends and colleagues • Connections between libraries and other organisations / services within the community • Modern, welcoming buildings • Culturally relevant stock • Books and courses for people with English as a second language • Libraries are good for social cohesion	Bookstart packs are given to every child a year before they start school and include details of how to join the library in the first language spoken in the home The innovation fund will engage with community-led groups around the city reflecting the neighbourhood it serves. The evaluation and showcasing of this will take place at the end of 2020 There are specific cultural and language-led groups delivering activities in the library such as Afro-Caribbean non-fiction reading group and Czech storytime. These are all captured on the events listing on the library webpage and communicated in libraries and across social media channels Books and activities for people with English as a second language including story time in different languages

Protected Characteristic	Potential impact / requirement	Mitigation / Justification
Religion or Belief	Impact of opening hours See above section *'All Groups'*	Clear communication and awareness raising where space for prayer and quiet rooms are available Consideration and consultation on any changes in opening hours that may impact religious practice will continue to be part of the library service
Marriage and Civil Partnership	Same sex parents of children Awareness of children with more than one family home See above section *'All Groups'*	Staff and volunteer training in awareness raising Having discretionary authority to e.g. issue more than one library card to children of separated parents Visible statements of inclusivity in library buildings and in library communications
Socio-economic Deprivation	Development of data system to capture deprivation and related measures across library areas and users Use of social economic data and library data to link with the One City plan and city wide strategies to tackle deprivation and low literacy levels	Increasing engagement of volunteers from areas of higher deprivation Current data reflects an imbalance in figures between those volunteering from areas of deprivation and elsewhere with engagement more difficult with residents in struggling estate neighbourhoods. The Innovation Fund will develop ideas within these localities to engage participants in activities. The library service has a dedicated volunteer coordinator to support community members to participate. Schemes to partner reading support and provision of free meals to school-age children and their families in deprived neighbourhood libraries will continue to be facilitated by the Reader Engagement Team in the summer holidays

Appendix 2

Overview of Bristol Library Service

Library buildings

There are 27 council-run libraries in the city. They are dispersed around the city across communities of prosperity and also in some of the highest recorded deprivation areas in the country.

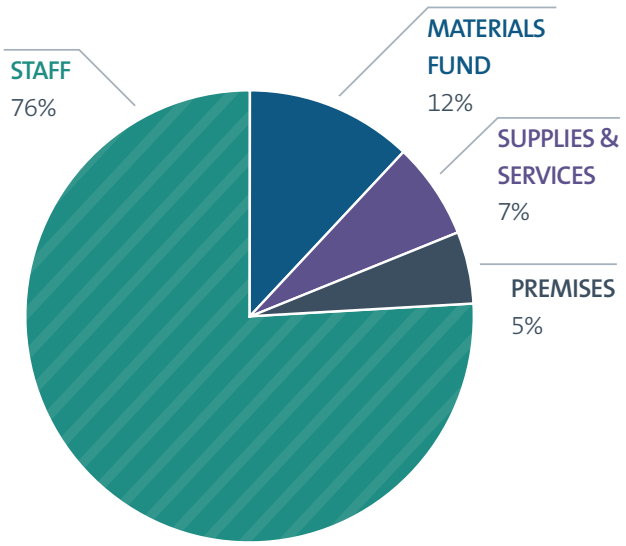
The Library Service does not manage the library buildings; this is done by the Council's Property Service Department. The properties vary considerably with some built before 1900 and many from the 1930s and 1960s. There are nine libraries in leased spaces.

There is a specialist Reader Engagement Team that works with schools, children and communities that take the service out of the buildings and also support and develop events, activities and volunteering.

Library stock and online resources

LibrariesWest is a partnership of seven public library services in the south west of England. The seven services work together to share costs and offer enhanced services to customers. Key benefits are: access to over 2.5 million books and other materials from across all 7 authorities; the ability to use any of the libraries across LibrariesWest with one library card; borrowing and returning items to any library; and a wide range of electronic resources, including ebooks, eAudio, emagazines, online newspapers and online information resources.

Library Budget 2019/20



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

The cost of running the entire library service is split between the Library Service, Property Services and ICT. Property currently pay an estimated £1m for the library utilities and business rates and some scheduled repairs and maintenance. Property Services are responsible for the buildings as corporate assets and where applicable, Parks are responsible for the land around the buildings.

Bristol Libraries has been under review since 2014 with a savings target of £1.1m that year, and then of £1.4m in 2017. This prompted a discussion about the number of libraries in Bristol and the threat of library closures. In July 2018, the savings target was removed at Cabinet and we began a series of citywide community engagement events to talk to communities about how they wanted to extend the use of the building or extend the library service.

Bristol Libraries – Key figures (2018–19)

NUMBER OF ISSUES

ADULTS 978,127

CHILDREN 526,104

GROUPS 13,484

HOURS OPEN

41,700

ACTIVE USERS OF BRISTOL LIBRARIES

68,098

VISITS TO BRISTOL LIBRARIES

1,388,546

ENQUIRIES

136,887

RESERVATIONS

152,359 ITEMS RESERVED

128,624 (84.4%) RESERVATIONS SATISFIED

VOLUNTEERS 473

ACTIVE 130

ROLES 15

CHILDREN AT STORY TIME AND BABY BOUNCE

25,745

NEW LIBRARY MEMBERS

24,731

STAFF

POSTS 184 (part-time and full-time)

BRISTOL

PHYSICAL ITEMS 750k

LOANED eRESOURCES

eBOOKS 17,334

eAUDIO 15,225

eMAGAZINES 6,029

NUMBER OF PC SESSIONS

ADULTS 185,099

CHILDREN 8,165

SESSIONS BOOKED IN ADVANCE 86,210

PC HOURS USED

141,114

PAGES PRINTED BY CUSTOMERS

560,237

PEOPLE USING PCs AND WIFI IN THE LIBRARIES

23,352

PCs AVAILABLE 236

Access to over **2.5 MILLION** items across LibrariesWest

Designed and printed on sustainably sourced material by Bristol Design, Bristol City Council 2020 BD12212

Libraries Risk Register

Negative Risks that offer a threat to the Library Strategy and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk	Risk Tolerance			
				Open / Closed						Likelihood	Impact	Risk Rating	£k	Likelihood	Impact	Risk Rating	Date
R1	**Change of political direction in the Council**	Mayoral election May 2020;	Budget and infrastructure changes impacting libraries; Policy and strategy changes impacting outcomes expected from libraries;	Open	All	Service provision	**Kate Murray**	Scenario plans: Use learning from innovations and pilots to model options based on any new parameters;	Up	2	7	14	**£1.4m** (based on previous savings target)	2	5	10	Nov-19
R2	**Lack of community capacity to get involved, to support the library and the community**	Already volunteer time in community for other causes; Do not feel engaged or empowered to help; Personal circumstances prevent involvement;	Communities do not engage with or use libraries; Libraries do not achieve expected impact;	Open	All	Communities	**Kate Murray**	Prioritise engagement and development activities in areas where community capacity may be more limited and use asset-based approach; Use creative ways to communicate and share successes, and create city-wide mutual support between communities and Library friends;	Down	2	5	10	**£0.3m** (based on project budget)	1	5	5	Nov-19
R3	**Lack of library service capacity to deliver additional support to the community**	Volume of community activity is unknown and will require support from the library service, and other council services, at least initially, for set up and support of community-led ideas	The strategy is not delivered in the timeframes expected and the communities are disappointed or become disengaged	Open	All	Communities	**Kate Murray**	Close asssessment of the innovation fund activities and additional demands and support required from the library service; escalation where demand exceeds capacity and/or securing support of other council departments; prioritisation of support; clear communication with communities to help manage expectations.	Same	3	5	15	**£0.1m**	2	5	10	Jan-20

Bristol City Council Equality Impact Assessment Form

Impact on the Public

Name of proposal	Agreement and Publication of Library Strategy 2020-2024
Directorate and Service Area	Growth and Regeneration, Library Service
Name of Lead Officer	Kate Murray, Head of Libraries

Step 1: What is the proposal?

1.1 What is the proposal?
A Cabinet decision in July 2018 endorsed the decision for Bristol City Council to continue managing the 27 libraries across the city with the locations, staff, opening hours and budget as agreed. Following this, in October 2018 approval was given by Cabinet for the production of a citywide library strategy to give the service a strategic vision covering the four years 2020-2024. The Library Strategy sets out the direction of travel over the next four years for Bristol Libraries, ensuring that the service is sustainable and relevant to the residents of Bristol. The Strategy demonstrates the role libraries have as a service located within communities in delivering a broad range of outcomes, including increasing wellbeing, literacy targets and community cohesion in addition to providing a rich selection of resources and materials and offering a social space that facilitates events and shared working in creative and innovative ways. We want to work with the community to respond to local interest and need so that the service is more reflective of the population it serves. The Library Service will work collaboratively with the community to ensure that libraries are sustainable and relevant for the future. While this is an overarching strategy for Bristol's libraries, it is expected that local libraries may develop in different ways to reflect the priorities of local communities. The main factors the strategy responds to are:

- Bristol's Library Service is a universal provision to all residents
- There are at least 45 religions and 187 countries of birth represented and at least 91 main languages spoken in Bristol
- Reading and learning play a key part in reducing inequalities. Deprivation statistics produce a picture of polarity between the most affluent and most deprived neighbourhoods in Bristol. The impact of this is seen across educational attainment, employment opportunity and health outcomes
- Citizens value their local libraries and the library service
- Library buildings connect communities and are often the only council asset in local neighbourhoods
- The public want greater access to use library buildings – with or without staff – and to see improvements in the provision of toilets and refreshments
- Libraries are needed for a variety of reasons e.g. access to free computers; free, friendly space; professionalism of council library staff; the access to local books; access to help and support; access to interesting activities and events
- Residents want to see improvement to the IT provided in libraries. In addition, use of the public computers is decreasing as more people bring their own electronic devices to the library and require wifi and charging facilities
- Citizens feel that more could be done with volunteers to support the service
- The existing service offer is not widely understood by the public and greater promotion of services is needed in a variety of ways appropriate for multiple audiences

Step 2: What information do we have?

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

2.1 What data or evidence is there which tells us who is, or could be affected?
The Library Service is a universal service and available to all. We have city-wide data from the 2011 Census which includes: age; disability; sex; ethnicity; religion The Library Service is developing a library impact data model in 2020, building

on existing library data sets and linking with corporately managed data to baseline the library use and impact on communities, and enable measurement of the strategy;

Library User Data

Currently, the only equalities data which we hold on library members relates to age.

It is intended that we perform some age-profiling on library users, for example:

- Proportion of users who are aged under 16;
- Proportion of users who are aged over 65;
- Average age of users.

This will provide a benchmark, from which to measure changes.

Population Data

We are using mid-2018 population estimates, by Lower Layer Super Output Area (LSOA). This provides data on:

- Size of population of each LSOA;
- Numbers of males and females in each LSOA;
- Age profiling, by sex, and by LSOA.

It is intended that some analysis is carried out on this data, in order that we can understand the age and sex profile of the populations served by each library.

Ethnicity

The following data has been taken from the Statistical Ward Profiles (May 2019):

- Proportion of White British in Ward;
- Proportion of White non-British in Ward;
- Proportion of Black and Ethnic Minority in Ward;
- Proportion of population of Ward who were born outside UK;

As Libraries do not match up exactly to Wards, some assumptions will be necessary, in order to arrive at an approximate profile for the area served by each library.

Deprivation Data

Deprivation data for 2019 has been applied at LSOA level. The following measures of deprivation are being considered for each LSOA:

- Income Deprivation;
- Employment Deprivation;

- Education, Skills and Training Deprivation;

There is particularly strong correlation between the levels of Education, Skills and Training Deprivation, and a low level of library usage, by LSOA.

In addition there are new processes being set up for capture of qualitative information about libraries such as case studies, feedback surveys and stories to share learning outcomes.

Bristol Quality of Life Survey 2018-19

Indicator	% satisfied with libraries

Equalities Group	**Percentage**
16 to 24 years	55.9%
50 years and older	50.4%
65 years and older	54.5%
Female	56.4%
Male	45.1%
BME (Black and Minority Ethnicity)	41.7%
WME (White Minority Ethnicity)	50.2%
Carer	52.7%
Disabled	46.9%
LGB (Lesbian Gay Bisexual)	45.1%
No religion or faith	51.8%
Religion or faith	53.6%
10% most deprived	43.5%
Bristol Average	**50.7%**

The most recent annual Quality of Life Survey show that some equalities groups including BME Disabled and LGB people are less satisfied with Bristol libraries than average. There is also a 'deprivation gap' of 7.3% between the Bristol average and citizens living in the most deprived areas of the city.

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

Data about library members tells us their postcode and their age. No other equalities data is currently captured. New benchmarking measures are being drawn up and will be in place from April 2020.

There is no data held on disability but there are ongoing conversations with WECIL.

We do not hold city-wide, general population data on sexual orientation,

gender reassignment or pregnancy/maternity, though we do have estimated figures for LGB and Transgender people in Bristol.
2.3 How have we involved, or will we involve, communities and groups that could be affected?
The Library Service is working with communities and partners to design and test innovative ways to achieve the vision for Bristol's libraries. This is being realised through a number of work streams that includes community engagement, events and culture, digital, building improvements, and evaluation of the library strategy. The library strategy has taken into consideration all the feedback from the 2017 Your Neighbourhood consultation, the community engagement meetings that took part in January – April 2019, staff engagement, the subsequent meetings, conversations and ongoing interest from organisations and groups, including Friends of Library groups. It has also taken into consideration the ongoing conversations with academic institutions. We have also had input from Communities Scrutiny. This strategy has built upon the discussions with the community, Friends Groups, staff, councillors and input from the council's Communities Scrutiny Commission. The strategy has also been informed by the work done nationally by Libraries Connected (particularly the Universal Library Offers) and partner organisations such as The Reading Agency and the Carnegie Trust. **2019 Activity:** • Community Engagement meetings January – April 2019; following these were opportunities to provide ideas for the library service. The ideas that relate to issues for protected groups have been captured and included in the accompanying EQIA (see 3.1) • Staff meetings and Library Friends Groups (citywide meeting October 1st 2019) • Scrutiny Communities Commission October 10th 2019 • EQIA workshop held at City Hall facilitated by BCC Equalities Team October 22nd 2019

Step 3: Who might the proposal impact?

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

protected characteristics?

The EQIA consultation workshop captured areas of the library strategy and library service that need to be addressed to ensure there are no adverse impacts on people with protected characteristics. The table below captures these, addressing the mitigating action that will be taken. The EQIA is embedded within the strategy. Where there is potential for any future changes to impact adversely on people with protected characteristics, this EqIA will be updated to reflect those considerations.

Protected Characteristic	Potential impact / requirement	Mitigation / Justification
All groups (cross cutting)	• Lack of knowledge about Library Service	Communication strategy will provide a range of media and messaging to suit differing audiences and make the information about the libraries' services, events and activities accessible to all
	• The library is a safe place to visit	All staff will have adequate training that will be taken forward with future work with volunteers, friends groups and extended opening. Training and DBS checks will be necessitated. Visual statements of what behaviour is expected in the library will be displayed (as per Stonewall research evidence) Reporting mechanisms for discrimination will be in place and utilised Projects to engage groups will evaluate what users determine 'a safe place' (innovation funding, pilot projects)
	• Provision of toilet	Toilet provision depends on the specific building and is not in direct control of library service. Toilet changes will be considered as a pilot project in the first year of the strategy and learning taken forward in subsequent period

	• Tackling discrimination and non-tolerance	Use of posters/information visually displaying what is considered discrimination and what will not be tolerated Training of all staff (paid/unpaid/Friends group members) Robust reporting system Continued conversations and engagement with groups with protected characteristics in Bristol with BCC Equalities Advisor.
Age		
Older People	• Easy access and proximity to the home • Continued access to book lending	The Royal Voluntary Service (RVS) contract to deliver books to homes spans the length of the strategy
	• A safe, physical space to spend time around other people and engage in the community, which is nonetheless not overly noisy	Regular timetabled activities ensure library users are able to consider times to visit.
	• Access to information about events and neighbourhood news	This will be covered within the communications and information to users that will be provided in suitable accessible formats. This will be continued as is, with improved formats and promotion of events to target audiences actively. The communications will be tailored in a range of media.
	• Access to ICT facilities, and help to use them	These sessions are targeted and tailored across a variety of topics and at various levels of ability.
	• Libraries on bus routes	All libraries are on bus routes and the information on bus services will be made accessible and available on the website
Young People	• Easy access via public transport or walking, including from universities, schools and colleges	All libraries are on bus routes and communicating travel information will be included and made more accessible and available on the website. Libraries currently are located in 27 sites across the city.
	• Study / work space, preferably quiet	

	• Modern, welcoming venues for meeting other people • Access to ICT facilities, particularly wifi and computers for study/homework • Access to books for homework • A place to go that gives independence • Access to a wide range of books to read	The findings from the two studies carried out with young people (RIO and Rising Arts) will inform the strategy with recommendations for extending opening hours for young people to do their homework after school and with direct communication that relates to young people – targeted and relevant (social media) Proposal for a pilot project to run from April 2020 to August 2021 to develop ideas and engagement for working with young people responding to earlier consultation with this age group
Disability	• Good accessibility into and within building, and accessible facilities (e.g. signage, toilets) • Large print and audio books and assistive/accessible ICT services • Easy parking / transport • A safe space to visit, to reduce social isolation and increase access to events	Accessibility into and within building is compliant with legislation. The Library Service will ensure detail of what is available and what alternative provision can be provided is better communicated. Accessible IT has formed part of the conversation with ITTP with the upgrading of Library IT equipment. The additional elements not included in this are being scoped and form part of the strategy. Information will be clearly communicated on the website/information. Including a link to the AccessAble website. All volunteers are DBS checked and carry out learning pool training on safeguarding and IT safe security. There is a code of conduct for volunteers. An exclusion policy is in place and used within libraries. Further consultation will continue with disability groups to ensure an accurate understanding of need in line with developments and offers in the library service. Conversations will continue with WECIL The strategy will continue to work on being inclusive as developments change in view of friends or volunteers taking on more responsibility in the future. The Strategy reflects the values of the library – and this will be produced in visible

		statements of inclusivity; i.e. what behaviour is not tolerated (Stonewall research) there will be clear processes for how to report incidents of discrimination
	• Co-location with other services	
	• Staff to help with advice and services	
	• Near to home – not too far to travel	There are 27 libraries located across Bristol that are mapped to be as accessible to people from local neighbourhoods, as well as being on bus routes and near other local amenities.
Sex	Data from the QoL survey suggests more women than men use the library service.	Data taken from the QoL survey reflects 39% men and 52% women are library card holders. The library service provides a number of services to ensure equality of service provision including extended opening hours. The quality of library data captured to report on users and the more detailed demographics forms part of the strategy. Introduction of ipads within library building for users to input anonymous data regarding themselves and their visit will support this. Innovation funded projects have to include data of users in their evaluation as part of the funding criteria
Sexual Orientation	See above section '*All Groups'*	A centralised event diary will be used to assess what events are taking place – identify gaps and perhaps target what else could be added. Reader engagement team are responsible for overseeing activities.
Pregnancy/ Maternity	Consistency of offer of accessible changing	Provision of welcoming service with groups and sessions aimed at pregnancy and new parents Breastfeeding welcome signage and accessible changing facilities Toilet facilities in some libraries: this will be clearly signposted on library information sites

Gender reassignment	See above section '*all groups*'	Bristol City Council paid employees all receive training on awareness raising. Offer can be extended to unpaid staff within library service.
Race	• Libraries that function as spaces to socialise with friends and colleagues • Connections between libraries and other organisations / services within the community • Modern, welcoming buildings • Culturally relevant stock • Books and courses for people with English as a second language • Libraries are good for social cohesion	Bookstart packs are given to every child a year before they start school and include details of how to join the library in the first language spoken in the home. The innovation fund will engage with community-led groups around the city reflecting the neighbourhood it serves. The evaluation and showcasing of this will take place at the end of 2020. There are specific cultural and language-led groups delivering activities in the library such as Afro-Caribbean non-fiction reading group and Czech story time. These are all captured on the events listing on the library webpage and communicated in libraries and across social media channels. Books and activities for people with English as a second language including story time in different languages
Religion or Belief	Impact of opening hours See above section '*All Groups*'	Clear communication and awareness raising where this facility is available in library buildings will be available on library information e.g. Prayer room (quiet room) available at Junction3, and in building of St Pauls Library. Consideration and consultation on any changes in opening hours that may impact religious practice will continue to be part of the library service
Marriage and Civil Partnership	Same sex parents of children awareness of children with more than one family home See above section '*All Groups*'	Staff and volunteer training in awareness raising Having discretionary authority to e.g. issue more than one library card to children of separated parents. Visible statements of inclusivity in library buildings and in library communications

Socio Economic – Deprivation	Development of data system to capture deprivation and related measures across library areas and users Use of social economic data and library data to link with the One City plan and city wide strategies to tackle deprivation and low literacy levels	Increasing engagement of volunteers from areas of higher deprivation Current data reflects an imbalance in figures between those volunteering from areas of deprivation and elsewhere with engagement more difficult with residents in struggling estate neighbourhoods. The Innovation Fund will develop ideas within these localities to engage participants in activities. The library service has a dedicated volunteer coordinator to support community members to participate. Schemes to partner reading support and provision of free meals to school-age children and their families in deprived neighbourhood libraries will continue to be facilitated by the reader engagement team in the summer holidays

3.2 Can these impacts be mitigated or justified? If so, how?
Please see 3.1 above
3.3 Does the proposal create any benefits for people with protected characteristics?
The work resulting from these proposals (if agreed) may bring enhancements to the library service, and therefore benefits to library users, but these changes are currently unknown. As plans for changes to libraries develop, this EqIA will be updated with any potential adverse impacts considered for mitigation of justification
3.4 Can they be maximised? If so, how?
As above.

Step 4: So what?

4.1 How has the equality impact assessment informed or changed the proposal?
Rather than this EqIA informing and changing the Strategy, the method used in developing the Strategy has put equalities data and engagement with

equalities communities at the heart of its thinking. The EqIA will remain a living document which is regularly updated in line with ongoing capture of equalities data measures and reporting.
4.2 What actions have been identified going forward?
A Business Analyst is working closely with library staff to benchmark and develop measures to record the impact of the library strategy. The Quality of Life survey will continue to provide snapshot data to inform the Bristol library users and their relationship with the library service.
4.3 How will the impact of your proposal and actions be measured moving forward?
As above.

Service Director Sign-Off: Nuala Gallagher Nuala Gallagher, Director Economy of Place	Equalities Officer Sign Off: *Reviewed by Equality and Inclusion Team*
Date:24/01/20	Date: 11/12/2019

APPENDIX E

Bristol City Council Equality Impact Relevance Check

Impact on Library Staff

What is the proposal?	
Name of proposal	Agreement and Publication of Library Strategy 2020-2024.
Please outline the proposal.	A Cabinet decision in July 2018 endorsed the decision for Bristol City Council to continue managing the 27 libraries across the city with the locations, staff, opening hours and budget as agreed. Following this, in October 2018 approval was given by Cabinet for the production of a citywide library strategy to give the service a strategic vision. The Library Strategy sets out the direction of travel over 2020-2024 for Bristol Libraries, ensuring that the service is sustainable and relevant to the residents of Bristol. The Strategy demonstrates the role libraries have as a service located within communities in delivering a broad range of outcomes, including increasing wellbeing, literacy targets and community cohesion in addition to providing a rich selection of resources and materials and offering a social space that facilitates events and shared working in creative and innovative ways. We want to work with the community to respond to local interest and need so that the service is more reflective of the population it serves. The Library Service will work collaboratively with the community to ensure that libraries are sustainable and relevant for the future. While this is an overarching strategy for Bristol's libraries, it is expected that local libraries may develop in different ways to reflect the priorities of local communities. The main factors the strategy responds to are: ▪ Bristol's Library Service is a universal provision to all residents ▪ There are at least 45 religions and 187 countries of birth represented and at least 91 main languages spoken in Bristol ▪ Reading and learning play a key part in reducing inequalities. Deprivation statistics produce a picture of polarity between the most affluent and most deprived neighbourhoods in Bristol. The impact of this is seen across educational attainment, employment opportunity and health outcomes ▪ Citizens value their local libraries and the library service

	▪ Library buildings connect communities and are often the only council asset in local neighbourhoods ▪ The public want greater access to use library buildings – with or without staff – and to see improvements in the provision of toilets and refreshments ▪ Libraries are needed for a variety of reasons e.g. access to free computers; free, friendly space; professionalism of council library staff; the access to local books; access to help and support; access to interesting activities and events ▪ Residents want to see improvement to the IT provided in libraries. In addition, use of the public computers is decreasing as more people bring their own electronic devices to the library and require wifi and charging facilities ▪ Citizens feel that more could be done with volunteers to support the service ▪ The existing service offer is not widely understood by the public and greater promotion of services is needed in a variety of ways appropriate for multiple audiences
What savings will this proposal achieve?	Not applicable (no savings target in 2019/20).
Name of Lead Officer	Kate Murray, Head of Libraries

Could your proposal impact citizens with protected characteristics? (This includes service users and the wider community)
Please outline where there may be significant opportunities or positive impacts, and for whom.
Yes - see the public full EQIA form
Please outline where there may be significant negative impacts, and for whom.
As above.

Could your proposal impact staff with protected characteristics? (i.e. reduction in posts, changes to working hours or locations, changes in pay)
Please outline where there may be significant opportunities or positive impacts, and for whom.
The strategy will help provide clarity about the goals of the library service 2020-2024, which should benefit all staff in terms of motivation and sense of purpose. The strategy outlines ways in which the service will aim to improve, and all staff will have an opportunity to contribute to this as part of their existing roles within the library service.

Please outline where there may be negative impacts, and for whom.
There are no changes to staff pay, staff posts, hours of work or location in the library strategy. Each financial year the annual service plan for the Library Service addresses any changes arising from the planned budget for the next financial year and this is where the service must take into account any changes impacting staff, including the equalities impact.

Is a full Equality Impact Assessment required?	
Does the proposal have the potential to impact on people with protected characteristics in the following ways: • access to or participation in a service, • levels of representation in our workforce, or • reducing quality of life (i.e. health, education, standard of living) ?	
Please indicate yes or no. If the answer is yes then a full impact assessment must be carried out. If the answer is no, please provide a justification.	Yes for public – see separate full EQIA form. No for staff – Equalities planned at service plan level as relevant.
Service Director sign-off and date: Nuala Gallagher, Director Economy of Place Date: 24/01/20	Equalities Officer sign-off and date: *Reviewed by Equality and Inclusion Team 11/12/2019*

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 04 February 2020

TITLE	Community Led Housing Land Disposal Policy & Self-Build Housing Land Disposal Policy
Ward(s)	Citywide
Author: Tim Southall & Kelly Thomas	**Job title:** Housing Delivery Manager Community Led Housing Manager
Cabinet lead: Cllr Paul Smith	**Executive Director lead:** Stephen Peacock, Growth and Regeneration
Proposal origin: *Mayor*	
Decision maker: Cabinet Member **Decision forum:** *Cabinet*	

Purpose of Report:
To authorise the adoption of the Community Led Housing Land Disposal Policy & the Self-Build Land Disposal Policy.

To delegate authority to the Executive Director for Growth and Regeneration in conjunction with the Director – Legal and Democratic Services and the Deputy Mayor – Finance, Governance and Performance to dispose of 4 identified sites with potential to deliver over 10 homes in accordance with the Community Led Housing Land Disposal Policy.

Evidence Base:
The Mayor of Bristol has set out the commitment of building 2,000 new homes – 800 affordable homes a year by 2020. As well as this ambition for delivering additional homes, the Mayor has set out a number of principles relating to how the additional homes should be delivered, which include:

- Working in partnership across the city to deliver this target
- Using a wide mix of measures to increase development
- Promoting affordable housing

In order to assist with meeting this commitment, a Community Led Housing Land Disposal Policy and a Self-Build Land Disposal Policy have been developed.

Community Led Housing Land Disposal Policy
The Housing Delivery Plan 2017-2020 sets the Council strategic approach to delivering new homes. It includes a commitment to working in partnership with community-led housing groups to build new homes.

Community-led housing enables local people to play a leading and lasting role in solving local housing problems, creating genuinely affordable homes and strong communities in ways that are difficult to achieve through mainstream housing development. The Council has worked to develop the Community-Led Housing Land Disposal Policy (CLH LDP) at Appendix A1 to enable development of land by Community-Led Housing Groups.

The CLH LDP provides for social value to be taken into account in accordance with the Council's Social Value Policy approved by Cabinet in January 2019. Taking social value into account will allow appropriate weight to be accorded in a transaction where goods, services, works and utilities are provided in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy,

whilst minimising damage to the environment.

The Council intends to dispose of sites with the capacity to deliver between 3 -10 homes, identified as suitable for delivery via community-led housing in accordance with the CLH LDP.

The following four council owned sites, have been identified as suitable for delivery via community-led housing pursuant to this Policy:

1. Land to side of Hillfields Park Community Centre, Speedwell, BS16, 4EH
2. Constable Road, (26-32), Lockleaze, BS7 9YB
3. Queens Road Car Park, Queens Road, Bishopsworth, BS13 8PH
4. Sea Mills Training Centre, The Crescent, Sea Mills, BS9 2JT

Plans are provided at Appendix M and valuations of these sites are provided at exempt Appendix J. Each of the 4 sites has the potential to deliver in excess of 10 homes. Cabinet approval is sought to the principle of disposing of these sites in accordance with the CLH LDP.

Other Community Led Housing schemes are being developed in the City. Further Cabinet approvals will be sought to dispose of Council sites, with the potential to deliver in excess of 10 homes, in accordance with the CLH LDP in due course if required.

Self-Build Land Disposal Policy
Government strongly believes that self and custom build housing has a crucial role to play in delivering the homes, diversifying the housing market and giving consumers greater choice over the kind of home they want to live in.

The Self-build and Custom Housebuilding Act 2015 (as amended by the Housing and Planning Act 2016) requires relevant authorities to:

- Keep a register of individuals and groups who wish to self or custom build in their local area;
- Have regard to demand on their register when undertaking planning, housing, disposal of land and regeneration functions; and
- Grant permissions to enough suitable serviced plots to reflect the demand within 3 years of that demand.

As required by legislation the Council established a self-build register on 1 April 2016. The Act requires that suitable development permission are given for enough serviced plots of land to meet the demand for self-build and custom housebuilding arising in each base period. Time for compliance with this duty is within 3 years from the end of the relevant base period. The first base period was from 1 April 2016 until 30 October 2016. Time for compliance was therefore 30 October 2019. During that first base period, there were 85 individuals registered on the self-build register. For the first base period, we are able to confirm to Government that we have granted sufficient permissions to meet demand as reflected by the register. The Council, however currently have a total of 976 people registered on our Self-Build Register and hence the Council needs a steep increase in planning permissions in order to meet the demand for self-build going forward.

In order to assist with enabling people in the city to build their own homes, the Self-Build Land Disposal Policy sets out how the Council will dispose of council land specifically for the purpose of facilitating self-build and custom build delivery.

Cabinet Member / Officer Recommendations:
That Cabinet:

1. Approve the adoption of the Community Led Housing Land Disposal Policy
2. Approve the adoption of the Self-Build Housing Land Disposal Policy ;and
3. Delegate authority to the Executive Director for Growth and Regeneration in conjunction with Director - Legal and Democratic Services and Deputy Mayor – Finance, Governance and Performance to dispose of the following sites in accordance with the Community Led Housing Land Disposal Policy:
    i. Land to side of Hillfields Park Community Centre, Speedwell, BS16, 4EH

ii. Constable Road, (26-32), Lockleaze, BS7 9YB
iii. Queens Road Car Park, Queens Road, Bishopsworth, BS13 8PH
iv. Sea Mills Training Centre, The Crescent, Sea Mills, BS9 2JT

Corporate Strategy alignment:

1. This will support delivery of the Fair & Inclusive Key Commitment: Make sure that 2,000 new homes – 800 affordable – are built in Bristol each year by 2020.
2. This will support the delivery of the Empowering and Caring Key Commitments: Prioritise community development and enable people to support their community.
3. This will support delivery of the Fair and Inclusive Key Commitment: Help develop balanced communities which are inclusive and avoid negative impacts from gentrification.
4. This will support delivery of the Well Connected Key Commitment: Reduce social and economic isolation and help connect people to people, people to jobs and people to opportunity.

City Benefits:

The proposal will facilitate the supply of housing and affordable housing which will be of benefit to the whole city.

Economic, environmental and social benefits are sought and delivered to the 'local area' in a number of ways, the outcomes to be delivered benefit our citywide 'community', these take a particular focus on equalities, health and sustainability.

Disused land is put to good use and the City receives capital receipts and additional Council tax.

Consultation Details:

Initial engagement has been undertaken with a range of Community-Led Housing Providers in the City including but not limited to Bristol Community Land Trust, Bristol and Bath Regional Capital, Southmead Development Trust, Ecomotive (representing the WOE HUB), Locality, Power to Change. A further engagement took place with key partners on 9th December including; West of England HUB, Homes England, Bristol Community Land Trust, Barton Hill Resettlement, Black South West Network, Southmead Development Trust, Knowle West Media Centre, Lockleaze Neighbourhood Trust, Bristol and Bath Regional Capital, Locality and Triodos Bank.

Background Documents:

Housing Delivery Plan 2017-2020
Council's Social Value Policy
The Self-build and Custom Housebuilding Act 2015
(as amended by the Housing and Planning Act 2016)

Revenue Cost	**£N/A**	**Source of Revenue Funding**	
Capital Cost	**£N/A**	**Source of Capital Funding**	
One off cost ☐	**Ongoing cost** ☐	**Saving Proposal** ☐	**Income generation proposal** ☐

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

1. **Finance Advice:**

The land under this proposal has been identified specifically for community housing delivery.
The Council's assets and any disposal should be achieved at the best consideration, taking into account the Red Book market valuation of the land. Under this proposal, the bids for land for Community Led Housing will be assessed to demonstrate the viability, deliverability and achievability of the scheme and the Council's objectives in affordable housing delivery. Sustainability of plans will be considered as part of the evaluation of bids.
For self build plots, sites will be sold at market value.

All capital receipts from the disposal of land will be retained corporately in order to determine how they can be utilised most effectively as per the flexible use of capital receipts guidance, the Medium Term Financial Plan and Capital Strategy.

Finance Manager: Wendy Welsh, Finance Manager, 21 January 2020

2. Legal Advice:

When disposing of land pursuant to these policies, including the 4 sites detailed in the recommendations section of this report, the relevant officers will need to ensure legal advice is sought regarding procurement and state aid law, to ensure these are complied with.

It should be borne in mind that while it is valuable for the Council to have policies, such policies may not fetter the Council's discretion (i.e. the Council will need to consider exceptions), otherwise decisions made pursuant to the policy may be vulnerable to judicial review.

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.

In the event that the total undervalue of property passing under either scheme exceeds £2 million, Secretary of State consent will be required to the new policy.

The Self-Build and Custom Housebuilding Act 2015 (as amended by the Housing and Planning Act 2016) imposes several duties on the Council relating to self-build and custom housebuilding including; establishing/publishing a self-build register; having regard to the register when carrying out various functions (including disposing of land); and granting planning permission. This policy will ensure the duty to have regard to the register is satisfied before disposing of land. This policy will not, however, satisfy the duty to grant planning permission for serviced plots.

Legal Team Leader: Sinead Willis, Commercial and Governance team, 26 November 2019
Property Planning and Transport: Andrew Jones, and Joanne Mansfield 5th December 2019

3. Implications on IT: No anticipated impact to IT Services

IT Team Leader: Simon Oliver, Director Digital Transformation

4. HR Advice: There are no HR implications evident

HR Partner: Celia Williams, HR Business Partner- Growth and Regeneration

EDM Sign-off	Stephen Peacock	27th November 2019
Cabinet Member sign-off	Cllr Smith	10th December 2019
For Key Decisions - Mayor's Office sign-off	Mayor's Office'	**13th January 2020**

Appendix A1 – Community Led Housing Land Disposal Policy **Appendix A2 - Self Build Housing Land Disposal Policy** **Further essential background / detail on the proposal can be found at these links:** Housing Delivery Plan 2017-2020 Council's Social Value Policy The Self-build and Custom Housebuilding Act 2015	**YES**

(as amended by the Housing and Planning Act 2016)	
Appendix B – Details of engagement carried out - Detailed above	**NO**
Appendix C – Summary of any engagement with scrutiny - None	**NO**
Appendix D – Risk assessment	**YES**
Appendix E – Equalities screening / impact assessment of proposal	**YES**
Appendix F – Eco-impact screening/ impact assessment of proposal	**YES**
Appendix G – Financial Advice - Detailed above	**NO**
Appendix H – Legal Advice - Detailed above	**NO**
Appendix I – Combined Background papers	**NO**
Appendix J – Exempt Information	**YES**
Appendix K – HR advice Detailed above	**NO**
Appendix L – ICT - Detailed above	**NO**
Appendix M – Boundary Plans of 4 sites identified for disposal and valuations	**YES**
Appendix 1&2 Heads of Terms for Community Led Housing Land Disposals **Heads of Terms for Self-Build Housing Land Disposals**	**YES** **YES**

Appendix A1

Community Led Housing Land Disposal Policy 2020

1. Introduction

The Council, in its Corporate Strategy 2018-2023, has set out a commitment to build 2,000 new homes – 800 affordable – a year by 2020. As well as the ambition for delivering additional homes the Council has set a number of principles relating to how homes should be delivered, which include:

- Working in partnership across the city to deliver these targets;
- Using a wide range of measures to increase housing supply;
- Promoting affordable housing.

The Housing Delivery Plan 2017-2020 sets the Council's strategic approach to delivering new homes. It includes a commitment to working with community led housing groups and to supporting self-build in the city.

2. Purpose

The Community Led Housing Land Disposal Policy (CLH LDP) sets out the policy for the disposal of Council-owned sites to community led housing organisations and associations of individual self- builders. The CLH LDP provides a framework within which to operate to ensure that any site offered under this policy is distributed in a fair, transparent way, that maximises best consideration, whilst relying on the provisions of the Local Government Act 2000 where the authority considers the scheme will secure the promotion or improvement of the economic, social and environmental wellbeing of its citizens.

3. Definitions Used (including any subsequent amendments)

Affordable Rent

Rented homes at an agreed % of open market rent (including the service charge element) on provison that the initial rent *up to 31st March 2020* is not in excess of the Local Housing Allowance limits for the specific property type in the Bristol City Council administrative area *and after April 1st 2020 not in excess of 35% gross household income.*

Best consideration

Under section 123 of the Local Government Act 1972 local authorities cannot dispose of an interest in land for less than the best consideration reasonably obtainable, without the consent of the Secretary of State. ☐

Community-led housing

Although the legal form and activities of each community-led housing group and scheme may differ, schemes that are genuinely community-led will adhere to three common principles, set out below. Schemes which meet the following principles will be defined as Community-led for the purposes of this policy:

- Commitment to community engagement and consent throughout the development process. Communities do not necessarily have to initiate the conversation, or build homes themselves.
- Commitment by the community group to taking a long-term legally binding role in the ownership, stewardship, or management of the homes; and such is supported by a strategy and business case.

- Commitment by the community group to deliver clearly defined benefits of the scheme to the local area or other group, such benefits to be if possible legally protected in perpetuity.

Pro Contract
Online procurement portal which is used by the Council and their Buyers.

Rent inflation index
An arrangement that allows all Social Rents and Affordable Rents to be increased annually by consumer price index plus 1% or such other alternative index or comparable measure of price inflation as may be agreed in writing with the Council on the understanding that no rents proposed are in excess of 35% of gross household income.

Shared equity
Homes where the equity is shared between the owner of land (typically 40%) and the purchaser of the house (typically up to 60%). This allows for a household on a median household income, in the local area, to not exceed 35% of their gross household income on paying their mortgage and other housing costs. There are currently grants available from the Council to facilitate the delivery of these homes.

Shared ownership
Part-buy/part-rent homes, on schemes under 10 homes, where the purchaser buys a proportion of the property's equity up to 40% using a mortgage and deposit while paying rent of up to 1.5% of the retained equity on the remainder. The purchaser has the opportunity to increase their share of ownership in the property over time in a process known as **stair-casing** until eventually the purchaser owns the full 100% of the home. On schemes over ten homes, if funded by Homes England, different regulations will apply.

Social rent
Rented homes on the proviso that the initial rent (based on the National Rent Scheme 2015) and the service charge element are not in excess of Local Housing Allowance limits for the specific property type in the Bristol City Council administrative area and, after April 2020, not in excess of 35% gross household income.

Social value
Economic, social and environmental well-being as more clearly set out in Council's Social Value Policy.

Subject to Planning
Planning permission must be sought and obtained from the Local Planning Authority before any development starts. The grant of planning permission may be subject to conditions.

Sweat Equity
An interest in a property earned by a tenant in return for labour towards the build.

Sweat Rent Reduction
A reduced rent earned by a tenant in return for labour towards the build.

Undervalue
The disposal of any interest in land for a price which is less than best consideration reasonably obtainable.

4. Housing schemes of 3-10 homes

Council sites with the capacity to deliver between 3 -10 homes, identified as suitable for delivery via community-led housing, will be marketed through Pro Contract to those eligible, legally consisted community groups, as defined below. Offers will be sought on a 'Subject to Planning' basis with the purchaser responsible for all risks and costs. All proposals will be evaluated against the following criteria (detailed in Section 9).

- Housing scheme - demonstrating: how far the proposal incorporates shared equity (with Sweat equity % or Sweat rent reduction) and the affordability, type, design and specification of homes.
- Community benefits
- Deliverability of proposal
- Social Value
- Financial offer

All proposals/homes will be required to meet relevant Building Regulations and be fully compliant with the Bristol Local Plan and all relevant supporting guidance.

Who is Eligible to Apply?

Unless there are exceptional circumstances, land will only be disposed of to legally constituted community groups falling into one of the following categories:

1. A company limited by guarantee registered as a charity with the Charity Commission
2. A charitable incorporated association
3. A community interest company limited by guarantee without shares whose articles of association comply with schedule 1 from the CIC Regulations 2005
4. A community interest company limited by guarantee with a share capital, or company limited by shares that only pay dividends to asset-locked bodies, whose articles of association comply with schedule 2 from the CIC Regulations 2005; or
5. An industrial and provident society registered before 2014
6. A community benefits society registered under the Co-operative and Community Benefit Societies Act 2014.

Examples of types of organisation are:

- community land trusts which take one of the legal forms set out above
- Community-led housing groups which take one of the legal forms set out above
- co-housing groups which take one of the legal forms set out above
-
- registered providers working in partnership with a Community-led housing group (for this category it is the Community-led housing group that must be incorporated)

5. Housing schemes in excess of 10 homes

Cabinet approval will be required to the principle of disposing of Council owned sites with the capacity to deliver over 10 homes, identified as suitable for delivery via community-led housing, in accordance with this policy.

Following Cabinet approval, the sites will be marketed through Pro Contract to those eligible, legally consisted community groups, as defined below. Offers will be sought on a 'Subject to Planning' basis with the purchaser responsible for all risks and costs. All proposals will be evaluated against the following criteria (detailed in Section 9).

- Housing scheme - demonstrating: how far the proposal incorporates shared equity (with

Sweat equity % or Sweat rent reduction) and the affordability, type, design and specification of homes.

- Community benefits
- Deliverability of proposal
- Social Value
- Financial offer

All proposals/homes will be required to meet relevant Building Regulations and be fully compliant with the Bristol Local Plan and all relevant supporting guidance.

Who is Eligible to Apply?

Unless there are exceptional circumstances, land will only be disposed of to legally constituted community groups falling into one of the following categories:

- A company limited by guarantee registered as a charity with the Charity Commission
- A charitable incorporated association
- A community interest company limited by guarantee without shares whose articles of association comply with schedule 1 from the CIC Regulations 2005
- A community interest company limited by guarantee with a share capital, or company limited by shares that only pay dividends to asset-locked bodies, whose articles of association comply with schedule 2 from the CIC Regulations 2005; or
- an industrial and provident society registered before 2014
- A community benefit society registered under the Co-operative and Community Benefit Societies Act 2014"
- Examples of types of organisation are: community land trusts which take one of the legal forms set out above
- Community-led housing groups which take one of the legal forms set out above
- co-housing groups which take one of the legal forms set out above registered providers working in partnership with a Community-led housing group (for this category it is the Community-led housing group that must be incorporated)

6. Heads of Terms

The Heads of Terms for Community Led Housing land disposals are attached at Appendix 1.

7. Availability of Grant

The Council intends to continue to make the following grants available to Community Led Housing Groups under the Affordable Housing Funding Policy 2019. When making land offers under the CLH LDP through Pro Contract bidders are asked to identify whether any Council or Homes England grant is likely to be applied for at a later date.

8. Governance

A panel of officers from the relevant professional disciplines will evaluate the bids received on ProContract and then recommend the disposal to Executive Director for Growth and Regeneration for final decision which will be recorded on ProContract.

9. Appraisal criteria of all CLH schemes

Bidders will be required to make submissions through Pro Contract which will be appraised against the following criteria and scoring chart. Any application that does not achieve a score of at least 3 out 5 on any of the criteria will be discounted or may be asked to make a new submission.

All bidders should first demonstrate their organisation is financially sound by submitting either; financial accounts for up to 3 years, a set of financial statements provided by a qualified accountant or evidence of financial standing of individuals within the organisation, This will enable the Council to undertake a Pass/Fail assessment prior to scoring the scheme detailed below.

Ref	Topic & Weighting	Criteria	Evidence	Score
1	**Housing Proposal 20%**	Demonstrate how your Proposal(s), highlighting location, tenure mix, affordability, type, design and specification of homes, complies with: Bristol Local Plan and all relevant supporting guidance. And responds to: • Zero Carbon housing – accreditation from Passivhaus, Bio Regional One Planet or equivalent • Housing Innovations through MMC	Text response up to 500 words	**0-5**
2	**Deliverability 20%**	Demonstrate that your organisation has or will have the skills and time to enable this scheme to start on site within next thirty six months and be delivered within a further twenty four months by making available: • Planning status • Deliverability of scheme i.e. highway access or other encumbrances. • Innovative construction practices including use of modular homes to accelerate delivery • Long term management arrangements	Text response up to 500 words Supported with a Gantt Chart or similar with key milestones	**0-5**
3	**Community Benefits 20%**	• Number of social/affordable rent/ shared equity homes to be transferred to CLH group. • Retained equity secured by CLH group. • Future revenue stream of CLH group. • Number of self-build/custom build homes or plots proposed.	Text response up to 500 words	**0-5**
4	**Social Value 20%**	Social value offer Tell us what issues will be addressed; the impact and outcomes that demonstrates how your proposal will respond to BCC Social Value Policy evidenced by the Social Value Toolkit. You are asked to submit your responses to this question on the Social Value Toolkit/ Measures	Completed Social Toolkit /Social Value Measures Table with supporting text up to 500	

		table available to download from Pro-Contract and upload the completed table with your application. You should identify measures (column E) relevant to your scheme and include a description of your commitments together with details of evidence used to confirm commitments have been delivered (columns H and I). *(Please note it is intended to include all social value commitments as contractually binding obligations in the disposal agreement with the Council and compliance with such obligations will be monitored.)*	words	
5	**Financial Offer 20%**	Financial offer supported by business plan for scheme that shows viability and affordability It is important to include: • What you propose to do and how it will be funded including and public grant requirements • The level of funding secured vs pledged • How the asset will be sustained in the long term • Any other existing public grant you are in receipt of in relation to this or any other scheme	Business plan and Development appraisal for the site. Completed Financial Model Template	

Guidance for awarding scores for questions

Assessment	**Scores 0-5**	**Reason to award this score based on evidence provided against the criteria included**
Unacceptable	0	• Does not meet the criteria; Does not comply and/or insufficient information provided to demonstrate that the organisation has the ability, understanding, experience, skills, resource & quality measures required to meet the objectives sought and deliver , with little or no evidence to support the proposal.
Serious reservations	1	• Satisfies the criteria with major reservations; • Considerable reservations of the organisations' relevant ability, understanding, experience, skills, and resource & quality measures required to meet the objectives sought and deliver , with little or no evidence to support the proposal.
Minor reservations	2	• Satisfies the criteria with minor reservations; • Some minor reservations of the organisations relevant ability, understanding, experience, skills, and resource & quality measures required to meet the objectives sought and deliver with little or no evidence to

		support the proposal.
Satisfactory	3	• Satisfies the criteria; • Demonstration by the organisation of the relevant ability, understanding, experience, skills, resource & quality measures required to meet the objectives sought and deliver with evidence to support the proposal
Good	4	• Satisfies the criteria with minor additional benefits; • Above average demonstration by the organisation of the relevant ability, understanding, experience, skills, resource & quality measures required to meet the objectives sought and deliver; • Proposal identifies factors that will offer potential added value, with evidence to support the proposal.
Excellent	5	• Significantly exceeds the criteria ; • Exceptional demonstration by the organisation of the relevant ability, understanding, experience, skills, resource & quality measures required to meet the objectives sought and deliver; • Proposal identifies factors that will offer potential added value, with evidence to support the proposal.

Appendix A2

Self-Build Housing Land Disposal Policy 2020

1. Introduction

The Council, in its Corporate Strategy 2018-2023, has set out a commitment to build 2,000 new homes – 800 affordable – a year by 2020. As well as the ambition for delivering additional homes the Council has set a number of principles relating to how homes should be delivered, which include using a wide range of measures to increase housing supply.

Government strongly believes that self and custom build housing has a crucial role to play in delivering the homes this country needs, diversifying the housing market and giving consumers greater choice over the kind of home they want to live in.

The Self-build and Custom Housebuilding Act 2015 (as amended by the Housing and Planning Act 2016) requires relevant authorities to:

- keep a register of individuals and associations of individuals who are seeking to acquire serviced plots of land to self-build or custom-build their own homes,
- have regard to the register when carrying out planning, housing, land disposal and regeneration functions; and
- give suitable development permission in respect of enough serviced plots of land to meet the demand for self-build and custom housebuilding as evidenced by entries on the register.

As required by legislation the Council established a self-build register on 1 April 2016. The Act requires that suitable development permission is given for enough serviced plots of land to meet the demand for self-build and custom housebuilding arising in each base period. Time for compliance with this duty is within 3 years from the end of the relevant base period.

In order to enable people in the city to build their own home, this policy seeks to dispose of council land specifically for the purpose of self-build which includes custom build, thereby satisfying the duty to have regard to the self-build register when disposing of land.

2. Purpose

The Self- Build Housing Land Disposal Policy (SBH LDP) sets out the policy for the disposal of Council-owned sites for the purpose of self-build or custom build delivery. It details a framework within which to operate to ensure that any site offered under this policy is disposed of in a fair, transparent way that maximises Best Consideration.

3. Definitions Used (including any subsequent amendments)

Best consideration

Under section 123 of the Local Government Act 1972 local authorities cannot dispose of an interest in land for less than the best consideration reasonably obtainable, without the consent of the Secretary of State. ☐

Serviceable plot

A serviceable plot of land is a plot of land that either has access to a public highway and has connections for electricity, water and waste water, or, in the opinion of a relevant authority,

can be provided with access to those things within the duration of a development permission granted in relation to that land.

4. Self-build housing sites of 1-2 homes

Small Serviceable Plots with a development capacity to deliver up to two homes will be exclusively made available for a period of six months to those individuals and associations detailed in this policy.

The Council intends to market self build housing sites, potentially through an agent, seeking the highest conditional offer subject to planning for the freehold interest of each identified plot to build a private home on the basis that all purchasers have undertaken the necessary searches and carried out all appropriate due diligence. The site will be sold subject to planning to the highest value bidder and the purchaser will bear all risks and costs to prepare the plot for development.

The following self-builders and custom housebuilders are eligible to bid for these plots:

- Individuals on the Self-build Register who are looking to build their own homes to live in as their main residence.
- Associations of individuals on the Self-build Register (on the understanding that each member is also eligible for entry on the Self-build Register) and can include a body corporate that exercises functions on behalf of an association of individuals.

The Council intends to dispose of such sites to the bidder that;

- will use the site for the purpose of their main residential home; and
- is able to demonstrate that they have the funds to purchase the plot and the funds or the ability to raise funds to develop the plot; and
- makes the highest offer.

5. Exclusions

The Council is creating micro plots in gardens of existing Council owned housing stock. These plots are excluded from this policy.

6. Heads of Terms

The Heads of Terms for Self-Build Housing land disposals are attached as Appendix 2.

CLH Land Disposal Policy & Self Build Land Disposal Policy Risk Register

1st November 2017

Negative Risks that offer a threat to CLH groups and their Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level: Likelihood	Current Risk Level: Impact	Current Risk Level: Risk Rating	Monetary Impact of Risk £k	Risk Tolerance: Likelihood	Risk Tolerance: Impact	Risk Tolerance: Risk Rating	Risk Tolerance: Date	Actions to be undertaken (Include dates as appropriate)	Resp. Officer	Escalation: Escalated to: DRR/CRR	Escalation: Escalated by:	Escalation: Date	Portfolio Flag	Audit Trail: Date risk identified	Audit Trail: Directorate Flag	Audit Trail: Date Risk Closed	Audit Trail: Closed by:	Audit Trail: Amends / Updates Completed Date:	Audit Trail: By:
1	**CLH do not build out scheme following land disposal**	Lack of staffing capacity, Lack of Finance	Land left undeveloped	Open		**HDS**	HE & Charity Capacity Funding; BCC and HE development funds		2	2	**4**	**Nil**	1	1	**1**		Support BCLT HUB	TS/KT	**AS**									
2	**CLH unable to take transfer from RP**	Lack of staffing capacity, Lack of Finance	Disempowerd community	Open		**HDS**	HE & Charity Capacity Funding; BCC and HE development funds		3	3	**9**		2	1	**2**		Support BCLT HUB	TS/KT	**AS**									
3	**Self Builder does not build their home following land disposal**	Lack of funds or resources	Land left undeveloped, Self-builder not housed	Open		**HDS**	Robust selection process to ensure site is sold to a self builder who has sufficient funds and resources.		2	1	**2**		1	1	**1**		Robust procedures to be developed and adopted	TS/KT	**AS**									
4	**The land is not developed as the Self Builders main home but for some other use**	Poor intentions, site acquired under false claims or circumstances of Self Builder change	Site disposal does not assist in the Council's aims to enable Self Build delivery and assist in the provision of homes on a needs basis.	Open		**HDS**	Robust selection process to ensure the buyer intends to build their main home to live in.		2	1	**2**		1	1	**1**		Robust procedures to be developed and adopted	TS/KT	**AS**									
5	**Self Builders and CLH organisations who are not successful in securing sites express discontent**	Council are not clear and robust of the opportunity and selections processes are not transparent	Trust and fairness of process in question	Open		**HDS**	Robust and transparent processes to ensure fair opportunity for all and accountability of selections		2	2	**4**		1	1	**1**													

Positive Risks that offer opportunities to CLH groups and Self Builders, and their Aims (Aim - Increase Level of Risk / Opportunity)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level: Likelihood	Current Risk Level: Impact	Current Risk Level: Risk Rating	Monetary Impact of Risk £k	Risk Tolerance: Likelihood	Risk Tolerance: Impact	Risk Tolerance: Risk Rating	Risk Tolerance: Date	Actions to be undertaken (Include dates as appropriate)	Resp. Officer	Escalation: Escalated to: DRR/CRR	Escalation: Escalated by:	Escalation: Date	Portfolio Flag	Audit Trail: Date risk identified	Audit Trail:	Audit Trail: Date Risk Closed	Audit Trail: Closed by:	Audit Trail: Amends / Updates Completed Date:	Audit Trail: By:
	CLH group build out scheme within 24 months	Adequate staff and development finance to progress development	Houses let or sold to identified local people in need	Open		**HDS**	BCC transfer contracts, funding agreements in place and local letting are signed off ahead of SOS to enable delivery within 24 months		2	3	**6**		3	3	**9**		BCC transfer contracts, funding agreements in place and local letting are signed off ahead of SOS to enable delivery within 24 months	**TS/KT**	**AS**									
	CLH group takes transfer from RP	Adequate staff and development finance to progress development	Empowered community	Open		**HDS**	BCC transfer contracts, funding agreements in place and local letting amt signed off ahead of SOS to enable transfers to be planned ahead of PC		2	3	**6**		3	3	**9**		BCC transfer contracts, funding agreements in place and local letting are signed off ahead of SOS to enable transfers to be planned ahead of PC	**TS/KT**	**AS**									
	Self Builder builds their home within 24 months	Determination, need and motivation coupled with adequate funding and resources	Citizen empowered and housed in affordable accommodation	Open		**HDS**	BCC enable land disposal to suitable buyer and provide suitable contract terms to enable the Self Builder to obtain planning consent and raise development funds		2	3	**6**		3	3	**9**		BCC to ensure HoT and contracts are enabling rather than restrictive and onerous	**TS/KT**	**AS**									
											0				**0**													

Draft Corporate Issue Register

Issues that are a threat to the Organisation and its Strategic Aims (Aim - Reduce impact of the issue)

Ref	Issue	Cause	Consequence	Status Open / Closed	Issue Category	Issue Owner	Current Impact Rating	Monetary Impact of Issue £k	Action Plan in Place (Date Agreed))	Target Impact Rating	Target Date	Progress	Actions to be undertaken (Include dates as appropriate)	Resp. Officer	Escalation: Escalated to: DRR/CRR	Escalation: Escalated by:	Escalation: Date	Portfolio Flag	Audit Trail: Date issue identified	Audit Trail: Directorate Flag	Audit Trail: Date Issue Closed	Audit Trail: Closed by:	Audit Trail: Amends / Updates Completed Date:	Audit Trail: By:

Positive Issues that offer an opportunity to the Organisation and its Strategic Aims (Aim - Increase Level of Risk / Opportunity)

Ref	Issue	Cause	Consequence	Status Open / Closed	Issue Category	Issue Owner	Current Impact Rating	Monetary Impact of Issue £k	Action Plan in Place	Target Impact Rating	Target Date	Progress	Actions to be undertaken (Include dates as appropriate)	Resp. Officer	Escalation: Escalated to: DRR/CRR	Escalation: Escalated by:	Escalation: Date	Portfolio Flag	Audit Trail: Date issue identified	Audit Trail: Directorate Flag	Audit Trail: Date Issue Closed	Audit Trail: Closed by:	Audit Trail: Amends / Updates Completed Date:	Audit Trail: By:

Extract from Risk Mangement Policy

Appendix B

Risk Matrix

Level of Strategic Risk

Likelihood					
	4	4	12	20	28
	3	3	9	15	21
	2	2	6	10	14
	1	1	3	5	7
Likelihood x Impact = Overall Risk level		1	3	5	7
		Impact			

Likelihood Guidance

Likelihood	Likelihood Ratings			
	1	2	3	4
Description	Might happen on rare occasions	Will possibly happen, possibly on several occasions	Will probably happen, possibly at regular intervals	Likely to happen, possibly frequently
Numerical Likelihood	Less than 10%	Less than 50%	50% or more	75% or more

Severity of Impact Guidance

N.B. Risk to be assessed against all of the Categories, and the highest score used in the matrix.

Impact Category	Impact Levels			
	1	3	5	7
		Noticeable and significant effect	Severe effect on service provision or a Corporate Strategic Plan priority area.	Extremely severe service disruption. Significant customer opposition. Legal action.

Service provision	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements	(positive or negative) on service provision. Effect may require some additional resource, but manageable in a reasonable time frame.	Effect may require considerable additional resource but will not require a major strategy change.	Effect could not be managed within a reasonable time frame or by a short term allocation of resources, and may require major strategy changes. The Council risks 'special measures' Officer / Member forced to resign.
Communities	Minimal impact on community	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups / individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups / individuals which is not likely to last more than twelve months.	A lasting and noticeable impact on a significant number of vulnerable groups / individuals.
Environmental	No effect (positive or negative) on the natural and built environment.	Short term effect (positive or negative) on the natural and or built environment.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Lasting effect on the natural and or built environment.
Financial Loss / Gain	Under £0.5m	Between £0.5m - £3m	Between £3m - £5m	More than £5m
Fraud & Corruption Loss	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
Legal	No significant legal implications or action is anticipated	Tribunal / BCC legal team involvement required (potential for claim)	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person)
Personal Safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability / absence from work.
Programme / Project Management	Minor delays and/or budget overspend, but can be brought back on schedule with this project stage.	Slippage causes significant delay to delivery of key project milestones, and/or budget overspends.	Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends.	Significant issues threaten delivery of the entire project.

(Including developing commercial enterprises)	No threat to delivery of the project on time and to budget and no threat to identified benefits / outcomes.	No threat to overall delivery of the project and the identified benefits / outcomes.	Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Could lead to project being cancelled or put on hold.
Reputation	Minimal and transient loss of public or partner trust. Contained within the individual service.	Significant public or partner interest although limited potential for enhancement of, or damage to, reputation. Dissatisfaction reported through Council Complaints procedure but contained within the Council. Local MP involvement. Some local media/social media interest.	Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Dissatisfaction regularly reported through Council Complaints procedure. Higher levels of local or national interest. Higher levels of local media / social media interest.	Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Intense local, national and potentially international media attention. Viral social media or online pick-up. Public enquiry or poor external assessor report.

Risk Scores – Required Action and Escalation:

Negative Risks (Threats)	
Level	**Actions Required**
1 - 5	**Low**: May not need any further action / monitor at the service level.
6 - 12	**Medium**: Action required, manage and monitor at the Directorate level.
14-21	**High**: Must be addressed – if Directorate level consider escalating to the Corporate Risk Register, if Corporate consider escalating to the Cabinet Lead.
28	**Critical:** Action required - escalate (if a Directorate level risk, escalate to the Corporate Level, if Corporate bring to the attention of the Cabinet Lead to confirm action to be taken).

Positive Risks (Opportunities)	Where the risk is an opportunity, a cost benefit analysis is required to determine whether the opportunity is worth pursuing, guided by the score for the matrix, e.g. an opportunity with a score of 28 would be pursued as it would offer considerable benefits for little risk.

Impact Category
Service provision
Communities
Environmental
Financial Loss / Gain
Fraud & Corruption Loss
Legal
Personal Safety
Programme / Project Management
Reputation

Direction
Decreased
Stable

Status
Open
Closed

Likelihood
1
2
3
4

Impact
1
3
5
7

Portfolios
Finance, Governance and Performance
Communities (Public Health, Public Transport, Libraries, Parks), Events
Children and Young People
Energy, Waste and Regulatory Services
Education and Skills
Adult Social Care
Housing
Transport and Connectivity
Strategic Planning and City Design

APPENDIX E

Bristol City Council Equality Impact Assessment Form

Name of proposal	Community Led Housing Land Disposal Policy & Self –Build Housing Land Disposal Policy
Directorate and Service Area	Growth and Regeneration – Housing Delivery
Name of Lead Officer	Abigail Stratford

Step 1: What is the proposal?

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

1.1 What is the proposal?
The Community Led Housing Land Disposal Policy (CLH LDP) sets out the policy for the disposal of Council-owned sites to community led housing organisations, self-build associations building housing on the Council's land. It details a framework within which to operate to ensure that any site offered under this policy is distributed in a fair, transparent way that maximises best consideration whilst relying on the provisions of the Local Government Act 2000 where the authority considers the scheme will secure the promotion or improvement of the economic, social or environmental wellbeing of its citizens. The Self-Build Housing Land Disposal Policy (SB LDP) set out the policy for the disposal of Council-owned land to enable people to build their own homes.

Step 2: What information do we have?

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

2.1 What data or evidence is there which tells us who is, or could be affected?
• Wider Bristol Strategic Housing Market Assessment: including population and economic activity projections for older people; female participation; young people etc. • Neighbourhood Plans in Lawrence Weston, Old Market

2.2 Who is missing? Are there any gaps in the data?
Awaiting data and findings from Black and South-West Network BAME Housing Needs and Aspirations Survey 2019 – which will include an assessment of how different types of housing (private/social/council) can meet BAME needs and aspirations and investigate what is the role of community led housing in addressing these needs.
2.3 How have we involved, or will we involve, communities and groups that could be affected?
Initial engagement undertaken to formulate policy and mechanisms with CLT, community led housing groups. Further engagement planned with these groups a self-build representative and a self-build organisation, after draft text signed off by Legal, Finance and Senior Management team so that final draft can be prepared before Cabinet.

Step 3: Who might the proposal impact?

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

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?
We have not identified any potentially adverse impacts at this stage. However there is a risk of indirect discrimination if the policy framework does not lead to a fair and transparent process for disposal of land, or does not ensure that future site development meets the needs of Bristol's diverse population.
3.2 Can these impacts be mitigated or justified? If so, how?
CLTs or CLH groups can be established by anyone, including BME and Disability led organisations, and groups representing other protected characteristics. There have already been early discussions with the Phoenix Centre about a possible scheme. We will provide on-going targeted market development opportunities to support small organisations and self-builders with the application process. We have obtained funding from the Homes England Community Led Housing Fund to work in partnership with the Black South-West Network to carryout research into Understanding the role of community-led housing in addressing the housing crisis. Self-build sites can be acquired by anyone who meets the criteria within the policy. The policy is fully inclusive.

3.3 Does the proposal create any benefits for people with protected characteristics?
The CLH LDP provides CLH groups an opportunity to people with protected characteristics to purchase BCC land whilst relying on the provisions of the Local Government Act 2000 where the authority considers the scheme will secure the promotion or improvement of the economic, social or environmental wellbeing of its citizens. This policy is innovative and BCC will be the first Council in country to adopt such a policy.
3.4 Can they be maximised? If so, how?
Benefits can be maximised by ensuring that information about the CLH LDP and SB LDP are available in alternative formats, and well promoted to equalities groups and communities of interest

Step 4: So what?

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

4.1 How has the equality impact assessment informed or changed the proposal?	
The Council, through CLH LDP will maximise best consideration whilst relying on the provisions of the Local Government Act 2000 where the authority considers the scheme will secure the promotion or improvement of the economic, social or environmental wellbeing of its citizens	
4.2 What actions have been identified going forward?	
To establish a Panel to review the submissions received and establish the internal decision making process	
4.3 How will the impact of your proposal and actions be measured moving forward?	
Annual review of all land transactions that are subject to this proposed policy	
Service Director Sign-Off: Zoe Wilcox	Equalities Officer Sign Off: Reviewed by Equality and Inclusion Team
Date: 27th November 2019	Date: 5th December 2019

APPENDIX F

Eco Impact Checklist

Title of report: Community Led Housing Land Disposal Policy & Self-Build Housing Land Disposal Policy				
Report author: Tim Southall & Kelly Thomas				
Anticipated date of key decision; 4th February 2020				
Summary of proposals: To authorise the adoption of the Community Led Housing Land Disposal Policy & the Self-Build Housing Land Disposal Policy				
Will the proposal impact on...	Yes/ No	+ive or -ive	If Yes…	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Yes	-ive	Further house building leads to increase in CO2 emissions	For Community Led Schemes, purchasers offer will be considered against social value outcomes – inc how scheme reduces CO2 emissions.
Bristol's resilience to the effects of climate change?	Yes	-ive	Loss of habitats on brown field land Pressure on water systems	Need to encourage adequate POS in new housing schemes Prevent builders building on flood plains and SUDs
Consumption of non-renewable resources?	Yes	-ive	Building materials	Work with CLH groups to encourage use of green building materials. All bidders will be required to make submissions and be scored through Pro-contract. Criteria they must comply with include Bristol Local Plan, including policies BSC13-15 which cover climate change, sustainable energy, sustainable design and heat hierarchy. And weighting against zero carbon homes technology will be part of the social value scoring, with accreditation against Passivhaus, Bio Regional or One Planet or

				equivalent. Liaise with Self-Builders to encourage adoption of sustainable materials and methods.
Production, recycling or disposal of waste	Yes	-ive	Poor waste management on sites	Work with CLH groups & Self-Builders to encourage good waste management. Waste management plans may need to be submitted dependant on size of development.
The appearance of the city?	Yes	+ive	High quality designed housing schemes	Urban Living SPD
Pollution to land, water, or air?	Yes	-ive	Further new homes is likely to put greater demands on eco-system	Encourage CLH groups and Self-Builders to implement best green living principles
Wildlife and habitats?	Yes	-ive	Loss of habitats on brown field land	Need to encourage adequate POS in new housing schemes

Consulted with: Bristol Community Land Trust, CLH groups and other stakeholders

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

The significant impacts of this proposal are that the new housing developments will arise as a result of this policy. Many of these new schemes will have many social and economic benefits to the City; however these will need to be weighed against the environmental impacts.

The proposals include the following measures to mitigate the impacts. Many of these impacts can be mitigated by working closely with CLH groups; however following the Faraday case the Council can only guide and encourage it cannot be prescriptive in how it undertakes its disposal and procurement processes

The net effects of the proposals are Empowered Community led Housing Group building homes to meet their needs and aspirations and empowered individuals enabled to build their own homes and meet their own housing needs.

Checklist completed by:

Name:	Tim Southall & Kelly Thomas
Dept.:	Growth and Regeneration – Housing Delivery
Extension:	25138
Date:	26th November
Verified by Environmental Performance Team	Nicola Hares

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

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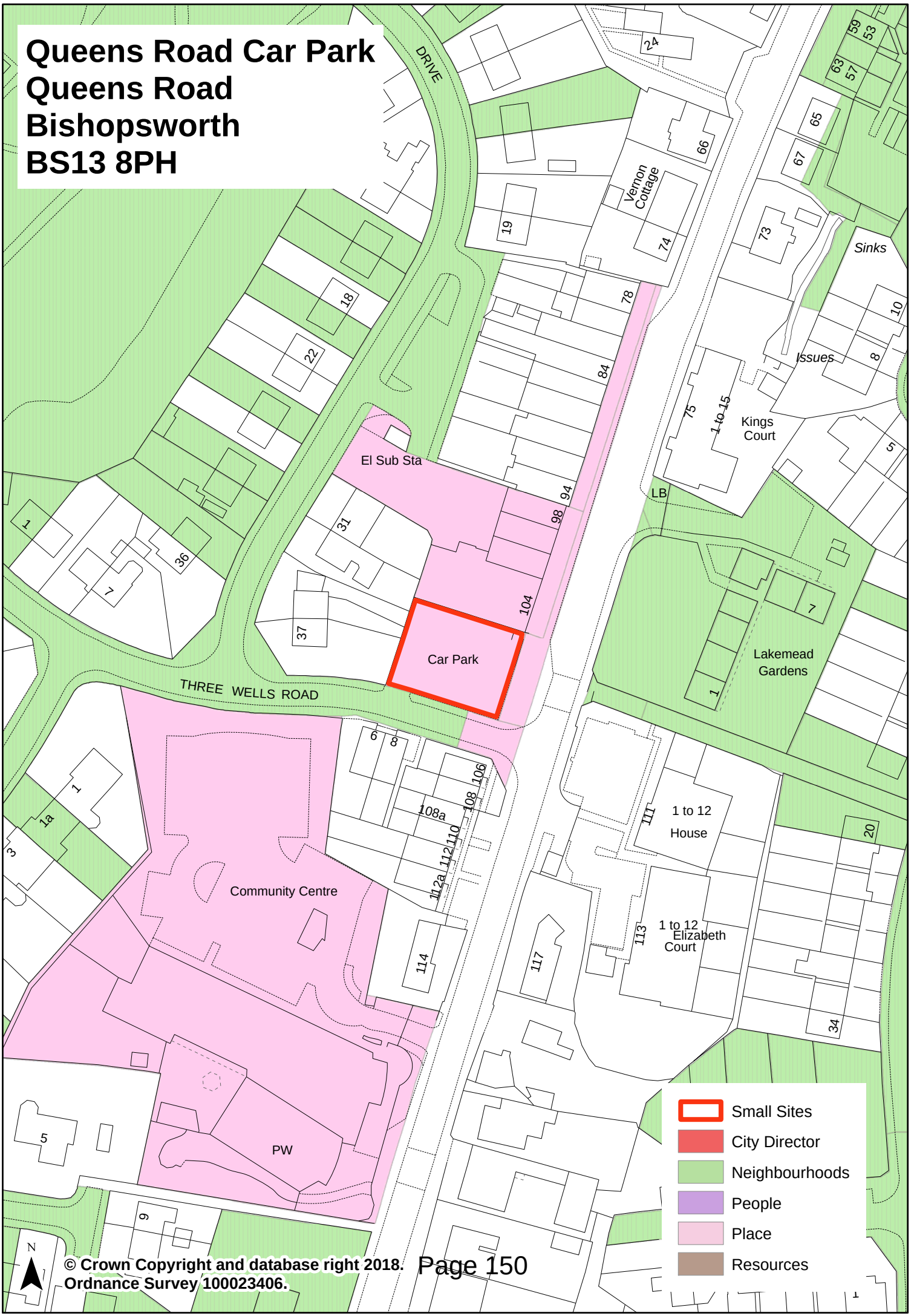
Bishopsworth
BS13 8PH



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Former Hillfields Park Community Centre
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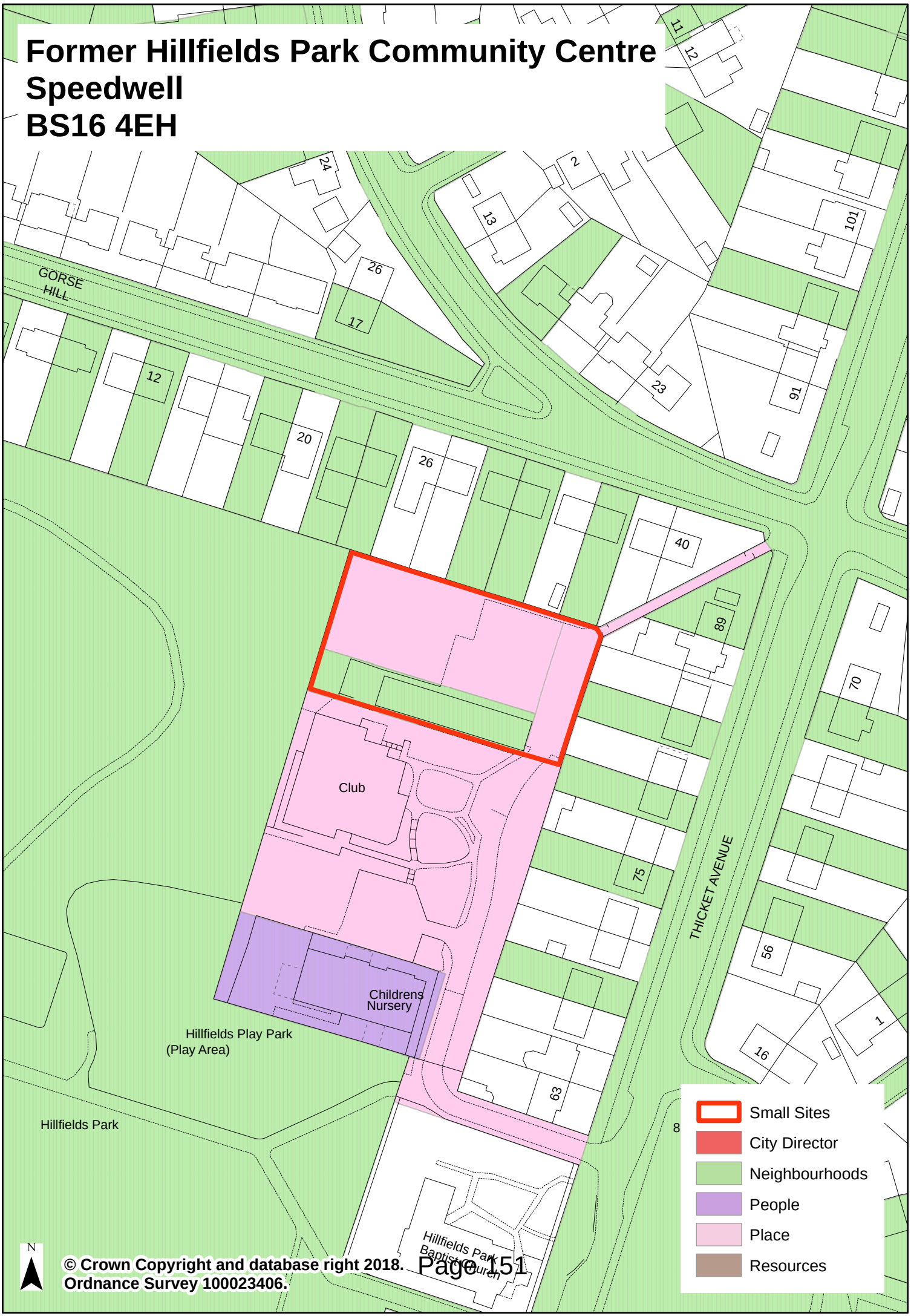
BS16 4EH



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Sea Mills
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Constable Road (26-32)
Lockleaze
BS7 9YB

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Appendix 1

Heads of Terms Community Led Housing

Without prejudice and subject to contract

1. The Site	The land known as [site name and address] shown edged red on the attached plan, for identification only, and comprised within title number [insert title number(s)]
2. Proposal	A sale of the site, subject to planning, for a residential development to be developed, owned and managed by the Buyer for the benefit of the local community.
3. Seller	Bristol City Council (The Council) Any reference made to the “Council” or the “Seller” within this document refers to Bristol City Council’s capacity as landowner only. Anything contained herein will not affect or fetter its role as a statutory body.
4. Seller’s Solicitor	[contact details]
5. Buyer	[name of CLH organisation]
6. Buyer’s Solicitor	[contact details]
7. Purchase price	[price agreed]
8. Exchange of Contracts	Exchange of Contracts is to take place within [4 months] of the receipt of the contract documentation by the Buyer’s Solicitor.
9. Deposit	[TBA]
10. Approved Scheme	Prior to submitting any planning application the Buyer will submit a draft of the application together with the supporting documents to the Seller for its approval. The draft application will be planning policy compliant. The Buyer shall not make any material changes or amendments to the Approved Scheme without the agreement of the Seller. The Buyer may, with the consent of the Seller, not to be unreasonably withheld, make any non-material changes

11. Planning	Within [6 months] of Exchange of Contracts the Buyer will prepare and submit a full/reserved matters planning application at their own cost and risk for the Approved Scheme. The planning application prepared and submitted by the Buyer will be planning policy compliant. The Buyer will work together with the local community during the detailed design and planning phases for the Approved Scheme in line with an agreed consultation plan. [The application will be submitted in the joint names of the Buyer and the Seller]. [The copyright and benefit of all drawings and reports will be assigned to the Seller]. A copy of the application, including all supporting documentation will be delivered by the Buyer to the Seller. The Buyer will use all reasonable endeavours to secure the grant of a full and implementable planning permission for the Approved Scheme before the Longstop Date. The Buyer will keep the Seller informed of the progress of the application.
12. Communication and Publicity	The Buyer will agree with the Seller the form of and undertake public engagement and communication programme relating to the preparation of the planning application and throughout the entire development process. The Buyer and the Seller shall agree a strategy for publicity and neither shall issue information or press releases without consulting and agreeing with the other unless required by law or in the public interest.
13. Completion	Completion will take place 6 weeks following the issue of a decision notice for a satisfactory planning consent and the completion of any accompanying legal agreements required by the local planning authority.

	On Completion the balance of the Purchase Price will be paid by the Buyer.
14. Longstop Date	The Buyer must secure detailed planning approval for the Approved Scheme and complete the purchase of the site within [18 months] of exchange of contracts. In the event that a planning decision is pending or an outstanding appeal has been submitted by the Buyer within the [18 month] period the Longstop Date will be extended to [24 months] from Exchange of Contracts. An extension to the Longstop Date for any other reason and/or for any other time period must be agreed in writing and will be at the Seller's absolute discretion.
15. Option and Pre-emption	The Seller will have an option to buy the Site back at the Purchase Price if the Buyer has not commenced development of the Approved Scheme within a period of [18 months] from Completion. Should the Buyer seek to dispose of the Site before the Approved Scheme has been implemented the Seller will have a pre-emption to buy the site at the Purchase Price.
16. Alienation	The Buyer shall not be entitled to assign the benefit of the conditional contract agreement.
17. Costs	Each party will be responsible for their own costs.
18. Default	The Seller shall be entitled to terminate the agreement if the Buyer is in fundamental breach of its obligations under the conditional contract and has failed to remedy that breach within a reasonable time, having regard to the nature of the breach. Notwithstanding termination the Buyer shall remain liable to the Seller in respect of any breach of the terms of the conditional contract prior to termination.
19. Site Investigations	The Seller will allow the Buyer reasonable access to the site for site investigations during the conditional contract period subject to the Buyer obtaining prior approval from the Seller and entering into a licence for access, if required.

Appendix 2

Heads of Terms Self Build Land Disposal

Without prejudice and subject to contract

1. The Site	The land known as [site name and address] shown edged red on the attached plan, for identification only, and comprised within title number [insert title number(s)]
2. Proposal	A sale of the freehold interest in the site, subject to planning, for the construction of a [single] dwelling by the Buyer to be owned and occupied by the Buyer as their main home.
3. Seller	Bristol City Council (The Council) Any reference made to the “Council” or the “Seller” within this document refers to Bristol City Council’s capacity as landowner only. Anything contained herein will not affect or fetter its role as a statutory body.
4. Seller’s Solicitor	[contact details]
5. Buyer	[name of self-builder]
6. Buyer’s Solicitor	[contact details]
7. Purchase price	[price agreed]
8. Exchange of Contracts	Exchange of contracts is to take place within [4 months] of the receipt of the contract documentation by the Buyer’s solicitors.
9. Deposit	The Buyer will pay a [non-refundable] Deposit of 10% of the Purchase Price on Exchange of Contracts. The Deposit is to be deducted from the Purchase Price on Completion.
10. Planning	Within [9 months] of Exchange of Contracts the Buyer will prepare and submit a detailed planning application at their own cost and risk for the development of a [single] dwelling on the site for their own occupation. The planning application prepared and submitted by the Buyer will be planning policy compliant.

	The Buyer will use all reasonable endeavours to secure the grant of a full and implementable planning permission before the Longstop Date. The Buyer will keep the Seller informed of the progress of the application.
11. Completion	Completion will take place 6 weeks following the issue of a decision notice for a satisfactory planning consent and the completion of any accompanying legal agreements required by the local planning authority. On the completion the balance of the purchase price will be paid by the Buyer.
12. Longstop Date	The Buyer must secure detailed planning approval and complete the purchase of the site within [18 months] of exchange of contracts. In the event that a planning decision is pending or an outstanding appeal has been submitted by the Buyer within the [18 month] period the Longstop Date will be extended to [24 months] from exchange of contracts. An extension to the Longstop Date for any other reason and/or for any other time period must be agreed in writing and will be at the Seller's absolute discretion.
13. Alienation	The Buyer shall not be entitled to assign the benefit of the conditional contract.
14. Costs	Each party will be responsible for their own costs.
15. Default	The Seller shall be entitled to terminate the agreement if the Buyer is in fundamental breach of its obligations under the conditional contract and has failed to remedy that breach within a reasonable time, having regard to the nature of the breach. Notwithstanding termination the Buyer shall remain liable to the Seller in respect of any breach of the terms of the conditional contract prior to termination.
16. Site Investigations	The Seller will allow the Buyer reasonable access to the site for site investigations during the conditional contract period subject to the Buyer obtaining prior approval from the Seller and entering into a licence for access, if required.

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 04 February 2020

TITLE	**Enabling Housing Innovation for Inclusive Growth Programme**
Ward(s)	*Citywide*
Author: Nigel Greenhalgh **Jacqueline Miller**	**Job title: Consultant** **Commercialisation Development Manager**
Cabinet lead: Cllr Paul Smith	**Executive Director lead: Stephen Peacock**
Proposal origin: *City Partner*	
Decision maker: Cabinet Member **Decision forum:** *Cabinet*	

Purpose of Report:

1. To note the Innovation Funding Service grant application in the sum of £3,085,232.00 (including match funding), to enable housing innovation for inclusive growth. There are 16 partners to the bid. Of the total award, £536,327 will be allocated to Bristol City Council for the delivery of our contribution under the application.
2. To delegate authority to the Executive Director of Growth and Regeneration, in consultation with the Cabinet Member for Housing, to take all steps necessary to deliver, procure and award contracts/enter into agreements required to successfully implement the programme*.

*The Council will not be responsible for dispensing any grant awarded to bid partners.

Evidence Base:

Bristol City Council (BCC) is a leader in the use of modern methods of construction (MMC) - based housing solutions and is an exemplar for the wider UK. Bristol has a range of social and community-led housing developments planned for 2020-21, including c.458 homes to be delivered using innovative MMCs provided by a range of manufacturers. These developments are viewed as a unique opportunity for a step-changing 'demonstrator' project, assembling a unique supply and demand-side collaboration. The programme comprises integrated innovation in product and manufacturing processes, data capture, testing and assessment across a spectrum of MMC-based solutions, with providers ranging from local start-ups to national companies. Construction costs, whilst an essential enabler, are excluded from eligible costs for Innovate UK. The 'momentum resourcing' provided by Innovate UK funding will enable BCC to integrate inter-departmental expertise, addressing council-level barriers to the delivery of new homes in a coordinated manner. It will enable BCC to create a nationally replicable delivery model that encourages the use of MMC-based solutions in balancing the supply of new homes with growing demand. Project learning and supply chain collaboration will enable suppliers to deliver effective product, process and supply chain innovations; and collaboration with BCC will increase confidence in future demand, facilitating capacity planning and investment. A key outcome will be a 'council change model' reinforced by a decision-support 'toolbox', enabling local authorities across the UK to address development challenges using MMCs and taking account of local issues (economic, social, environmental, commissioning, demographics, skills, location, supply and technical), specific development needs, and supply chain capacity.

Whilst BCC is key to project delivery, the lead partner will be YTKO (a Bristol-based company working closely with BCC) supported by BRE in project administration and coordination. Nine MMC-based housing solution providers are also participating.

Cabinet Member / Officer Recommendations:

1. **Note and endorse the application for the enabling housing innovation for inclusive growth grant and the Council's involvement in the partnership.**
2. **In the event the bid is successful, authorise the Executive Director of Growth and Regeneration, in consultation with the Cabinet Member for Housing, to allocate/disperse the grant funds and/or take all other steps necessary to successfully implement the Council's element of the programme (including procuring all appropriate contracts/agreements).**

Corporate Strategy alignment:
The programme aligns with the Corporate Strategy commitment to creating a fairer, more equal City for everyone. It seeks to address inequalities, unemployment and poverty in the City, through access to warm, secure affordable homes, to achieve a higher quality of life. A priority for the City is finding innovative ways of increasing the availability and affordability of a range of housing types and creating mixed and balanced communities where people want to live and work. The scheme will support the Strategy target of making sure that 2,000 new homes – 800 affordable – are built in Bristol each year by 2020.

City Benefits:
The proposed programme will facilitate the increased supply (in scale and pace) of additional affordable housing, in particular using modern methods of construction, which will be of benefit to the whole City.
Housing is at the heart of the Council's drive to improve the quality of life for residents and to create thriving communities and attractive places where people positively choose to live. Creating a mixed and balanced community with a strong sense of place and liveable environment, can help benefit mental wellbeing and physical health, social interaction and security. It will also help create greater equality of opportunity and quality of life. The lack of affordable housing causes homelessness and the people who are owed a homelessness duty by the Council are disproportionately young people, disabled people, BAME people and lone parents who are mainly women.
The proposed increased use of modern, efficient factories will attract and retain a more diverse range of talent into the industry to help tackle the skills shortage.

Consultation Details:
This is a partnership bid led by the Housing Festival. Senior officers (in Growth & Regeneration, Homes and Landlord Services, and Commercialisation) are in support of this application and programme. The Cabinet Members with responsibility for Housing and with responsibility for Waste, Commercialisation, and Regulatory Services have also indicated support for this application.

Background Documents:
Bid summary and application (commercially sensitive) attached.

Revenue Cost	**£536,327**	**Source of Revenue Funding**	**Grant**
Capital Cost	**£**	**Source of Capital Funding**	*e.g. grant/ prudential borrowing etc.*
One off cost ☐	**Ongoing cost** ☐	**Saving Proposal** ☐	**Income generation proposal** ☐

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

1. Finance Advice: This grant provides one off project funding for two years, and does not require match funding nor commit BCC to allocating ongoing resources at the end of the project.
Although this was a partnership bid, with YTKO as the lead partner, BCC will be responsible for its grant allocation of £536,327, ensuring that project expenditure is evidenced and the grant claimed quarterly in arrears in accordance with the bid and grant conditions. Up to 90% of the grant can be claimed in year 1 and up to 10% in year 2.
£200,000 of the grant will be used to commission work on the housing festival and an expo. The remaining grant is for the resource cost of staff working on the project. The grant will allow these staff to be backfilled where necessary in order to ensure progression of the project with the most appropriate subject experts.

Finance Business Partner: Wendy Welsh, Finance Manager 20th January 2020

2. Legal Advice:
At this stage the "partnership" appears to be a loose association of interested parties, with a common interest in securing grant funding, and imposing no particular legal or financial obligations on any of them. It is unclear whether

a more formal arrangement is anticipated. The application for grant raises no particular legal issues. In the event that the application is a successful, then the use of the grant will need to comply with the conditions attached to it, and, where appropriate, state aid requirements, procurement regulations and the councils own procurement rules.
Legal Team Leader: Eric Andrews, Team Leader, Legal Services 11th December 2019
3. Implications on IT: No anticipated impact on IT Services.
IT Team Leader: Simon Oliver, Director: Digital Transformation 4th December 2019
4. HR Advice: The report seeks approval to form a 'partnership' to secure grant funding. If the bid is successful it is proposed budget will be allocated to fund additional project resource and capacity. This will not impact on existing staffing structures or roles, and resource will be recruited on fixed term basis in line with the funding.
HR Partner: Celia Williams, HR Business Partner G&R 17th December 2019

EDM Sign-off	Stephen Peacock	27th November 2019
Cabinet Member sign-off	Cllr Paul Smith Cllr Stephen Pearce	10th December 2019 11th December 2019
For Key Decisions - Mayor's Office sign-off	Mayor's Office	13th January 2020

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

Decision Pathway – Report

PURPOSE: Non- Key decision

MEETING: Cabinet

DATE: 04 February 2020

TITLE	**Battery storage investment at City Hall**
Ward(s)	**Central Ward**
Author: Freddie Collins	**Job title**: Investment Project Manager
Cabinet lead: Cllr Kye Dudd	**Executive Director lead:** Stephen Peacock
Proposal origin: *BCC Staff*	
Decision maker: Mayor **Decision forum:** *Cabinet*	

Purpose of Report:

1. To approve the allocation of £356k from the Energy capital budget for an investment in the City Hall Battery Storage Project.
2. To accept that the City Hall battery storage project is an innovation project and a key first step in the smart decentralised energy transition, as such the business case is based on a range of forecast assumptions (with input from industry specialists), and that some of the future revenues are uncertain.
3. To approve the tender of the City Hall Battery Storage and authorise the Executive Director for Growth and Regeneration in consultation with the Director Finance and the Cabinet Member for Transport, Energy and the Green New Deal to procure and award the contract.

Evidence Base:

1. Battery storage is recognised as a vital component in the transition to clean energy: as more renewable energy generators such as solar panels and wind turbines come on line, there is a need to include battery storage in order to balance the grid and maximise the local use of clean energy.
2. The existing capital allocation for the solar programme is under-spent due to the changing business case for such investments, following the end to the government's Feed-in tariff scheme in March 2019.
3. Full Council have set a target to decarbonise the Council's operations by 2025 and the City by 2030. The cross party working group recognises the role that battery storage can play in BCC buildings and social housing properties . The City Hall Battery project is therefore a key pilot for the wider city decarbonisation strategy through City Leap.
4. The City Hall Battery Project will benefit the council through two key mechanisms:
    a. Savings - the Council pays high unit pricing at peak hours of the day, and pays less overnight when general demand is lower. A large battery can shift consumption away from these peak hours, saving the council £16k/year on electricity bills. These peak hours are also the most carbon intensive as fossil fuel power plants come online to meet demand across the network
    b. Revenue –The battery is an important project for City Leap as it is can be used to gain revenue through working with our electricity supplier, currently Bristol Energy. When trading on the wholesale electricity market, the Council's energy supplier can use the battery to gain an income through purchasing electricity when it is cheap and discharging when it is expensive. This is a key new area of commercialisation for the Council and future opportunities for City Leap.

Cabinet Member / Officer Recommendations:
That Cabinet

1. Authorise the re-allocation of £356k from the Solar Energy Capital Budget for investment in the City Hall Battery Storage Project;
2. Authorise the Director of Finance and Executive Director for Growth & Regeneration to approve investment in the City Hall Battery Project to the value of £356k to enter into all contracts required to give effect of the project in consultation with the Cabinet Member Transport and Energy, the Green New Deal.
3. Note that the original Solar Energy capital Budget was approved at Cabinet in October 2013.

Corporate Strategy alignment: WB2: Keep Bristol on course to run entirely on clean energy by 2050 whilst improving our environment to ensure people enjoy cleaner air, cleaner streets and access to parks and green spaces.

City Benefits:

1. Sustainability benefits: CO_2 savings - by switching from electricity consumption at peak hours when the grid deploys fossil-fuel plant, to night-time units making use of low carbon generation such as wind.

Consultation Details:

1. CLB – 2nd Aug 2018. City Leap briefing in advance of November Cabinet – Phase 2 – Options Appraisal for setting up a new company and description of a pipeline of investments including City Hall battery as an innovation project.
2. EDM – 9th Oct, 20th Nov 2019
3. Capital and Investment Board – 17th Sept. **Decision**: CLB happy in principle but challenged that they need to seek fresh permission rather than do it as change request but noted there was appetite for this given current climate situation.
4. Capital and Investment Board – 17th Dec
5. Corporate H&S – see Appendix A

Background Documents:

Western Power Distribution – Statement of Charges
National Grid – Transmission Network Use of System charges
National Grid – Firm Frequency Response

Revenue Cost	**£0.00**	**Source of Revenue Funding**	n/a
Capital Cost	**£356,000**	**Source of Capital Funding**	Existing capital allocation P13585
One off cost ☒	**Ongoing cost** ☐	**Saving Proposal** ☐	**Income generation proposal** ☐

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

Finance Advice: Please see Appendix G for comment

Finance Business Partner:
Kayode Olagundoye, Interim Finance Business Partner, and Kevin Kay, Principle Accountant. 13th November 2019

Legal Advice:
When the Council is purchasing the battery, legal advice will need to be sought as to whether the contract is classified as a goods or works contract. The classification and value of the contract will determine whether the battery will need to be procured in accordance with the Council's procurement rules or the Public Contract Regulations 2015.

Legal advice will be needed in relation to potential State aid issues at an early stage in relation to the Council's current supplier, Bristol Energy.

Legal Team Leader:
Sinead Willis, Commercial and Governance Team Leader, 21 Nov 2019

Implications on ICT:

The creation of a battery storage facility within City hall doesn't present IT Services with any issues per se. The location of the battery should not be adjacent to the datacentre and nor should there be any increased hazard/fire risk to the datacentre. (I believe that the planned location was at the other end of the building in the basement, and if this is still the case then this is fine). Any interruptions to City Hall power for the implementation of the battery will need to be managed in conjunction with IT Services in order to maintain IT Services. We should like the current City Hall Datacentre UPS and power requirements taken into account in order to see if this new facility could offer benefit in reducing running costs and or replacing existing resilience through the envisaged life of the datacentre.
ICT Team Leader: Tim Farrance, Service Manager Infrastructure. 11th December 2019
HR Advice: The workforce could be affected by an electrical outage at City Hall. The tender specification will required that the battery can be commissioned without the need to close City Hall which will mitigate disruption to the business.
HR Partner: Celia Williams, HR Business Partner, Growth & Regeneration. 9th January 2020

EDM Sign-off	Stephen Peacock	20th November 2019
Cabinet Member sign-off	Cllr Kye Dudd	6th January 2020
For Key Decisions - Mayor's Office sign-off	Mayor's Office	13th January 2020

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

Appendix A – City Hall Battery Fire Risk Mitigation

1.0 Introduction

- The City Hall Battery project is a key first step for the council and Bristol Energy in the smart, decentralised energy revolution. With increasing electrification of core infrastructure and the need to move to renewable generation, there is a growing need to balance demand so that we are more efficient and sustainable in the way we use electricity.
- The battery will allow us to avoid expensive and carbon intensive peak electricity demand periods, and for Bristol Energy to explore new revenue streams through flexibility trading and fast frequency response. The combined savings/income is estimated to be £33k/year
- This is a pilot project which if successful would result in the installation of batteries across the BCC estate and all over the city as part of City Leap. The project is on the Mayoral priority list because it is a key component of Bristol's strategy to achieving carbon neutrality.
- An H&S assessment of the desired location of the battery, basement room B6 in City Hall, has been flagged as high risk by Building Practice. This paper aims to clarify why this location is preferred and proposes countermeasures/responses to address the risk.

2.0 Location assessment

- Considerations:
  - A key requirement for the battery is that any installation be in an enclosed, dedicated space so that the environment can be controlled.
  - Planning and Historic England have stipulated that the project must not change the aesthetic of the building as it is grade 2 listed.
  - The installation of the battery needs to minimise any disruption to BCC staff and existing infrastructure/processes
  - The battery needs to be operated in a safe manner that addresses fire risk of Lithium ion batteries
- Possible locations:
  - External, Rear Car Park
    - A container in the car park at the rear of City Hall was considered. This would require the installation of a fixed structure and would pass an electrical cable through the wall and to the electrical panel for connection
    - This option proved infeasible because Planning and Historic England would not allow such a significant change to the aesthetic of the building.
  - External, Under-croft
    - The Under-croft in the rear car park was considered as a possible location. As it would need to be an enclosed space, this option would require a dedicated room to be built in the Under-croft and a cable to run from there to the electrical panel for connection.

- This option is possible but has a number of significant problems which will be very difficult to overcome:
  - There would be significant civil works and disruption required to install the battery, which would also likely result in problems with Planning and Historic England. Disruption compounded as the area is frequently used by council staff and will need to be closed during works
  - This location would require the removal of a number of bike storage spots which would be counterproductive for a sustainability project.
  - The battery would be located next to the generator, meaning that two sources of resilience for City Hall are located in the same space.

- Internal, Ground floor
  - Near the ground floor main electrical panel was considered as an option. This would require a dedicated room to be built and would connect to the main panel
  - This option is possible as avoids planning and disruption issues. However the need to build a dedicated room will add additional civil works.

- Internal, Basement Room B6
  - Basement room B6 is located next to the basement sub panel and has been considered the most feasible location for the battery because:
    - It is an enclosed and dedicated space for the battery. This allows for environment control and does not have to be built especially.
    - The connection point is in the adjacent room thus minimising civil works for cabling and reducing complexity of install.
    - The installation process would not cause any substantial disruption to the normal operation of City Hall
    - No proposed significant changes to City Hall make this the preferred option for Planning and Historic England.
  - Whilst a basement location is recognised as being a risk for firefighting, the enclosed space is also ideal to mitigate this. The following section will address the likelihood and impact of a fire in this location.

3.0 Addressing the likelihood of a fire:

- Case studies:
  - Lithium ion as a technology is established worldwide, in 5.1m electric vehicles and millions more in phones, laptops and other electrical devices. What is new is the use of this technology for large scale balancing services.
  - There are many examples of different buildings around Europe where lithium Ion has been used in this way, please see below for a few case studies
    - Johan Cruijff Stadium
      - 2.8Mwh system, fire risk and public safety very important, visible case study here

        - Their mitigations were – a fire resistant room, additional sensors, local fire service involved to determine plan
    - Woodman Close substation in Leighton Buzzard – the largest UK system at 10MWh is internal, more information here
    - AJ & RG Barber Ltd, a manufacturing company in Somerset – open to a site visit
    - Bislett Stadium in Norway, Catholic University of Lille, a church in the City of Malaunay – all features in the attached 'Energy Storage Success Stories'. The University project also has a video seen here

- Project Specification
  - We will use the tender process to select contractors with:
    - Experience – we will ensure that we work with experienced contractors who have demonstrable experience delivering lithium ion batteries within buildings
    - Quality assurance – we will ensure that the battery packs that make up the installation will be high quality and meet the IEC 62619 standard. This means the batteries have been tested for: Propagation resistance, Overcharge control of voltage, Overcharge control of current, Overheating control.
    - Materials – we will specify a non-volatile ion of Lithium such as Lithium ion Phosphate, which are far less likely to catch fire

  - The battery system itself will be specified to have a number of different safeguarding procedures that will limit risk of fire and alert BCC to any issues, including:
    - Battery Management System (BMS) and Shut Off – the BMS will continuously measure the voltage of every cell and a number of temperature readings across the system to make sure the battery is staying within its normal operating range. If the operating parameters indicate that the battery is approaching a safety boundary, the BMS will disconnect the battery from the load so the system will be shut off before a failure can escalate
    - Remote monitoring – the battery will be monitored 24/7 to ensure that the battery is being used within tolerances and there are no failures. BCC will receive regular reports on battery health which will highlight any issues
    - Tolerances – the operation parameters of the battery will be contractually defined as the known tolerances of the battery. This will ensure that the system is used as it's designed to.
    - Off gas sensor – an additional sensor will be installed which will provide an additional detection method for battery failure. Before event of fire, LI polymers release a detectable gas which can be detected and initiate a system shut down.

4.0 Addressing the impact of a fire:

- Severity of impact
  - The use of non-volatile materials that have been properly tested for overcharge, overheating and propagation resistance will result in a system that is more resistant to thermal runaway. This with a high standard of detection methods will mean that should there be an issue, the severity of it will be limited and addressed quickly.

- Firefighting methodology
  - In the unlikely event of a fire located in the battery room, we will have an agreed methodology in place that will limit the impact to BCC. This includes:
    - Collaboration – we will work with the Property H&S officer and Avon Fire to establish an agreed methodology and plan to fight a fire should it occur
    - Fire resistance – all manufacturers have recommended that the battery be located in a sealed dedicated fire resistant room. The basement room has concrete floors and ceilings which as ideal and we will retrofit doors and walls to ensure fire resistance for 60 minutes, or to a resistance defined by Avon Fire or Property H&S officer.
    - Fire detection – a fire detection system will be installed and will integrate with the alarm system at City Hall
    - Fire suppression – a fire suppression system will be installed in the room as part of the project and will be specifically tailored to fighting lithium ion fire (e.g. Novac 1230 Gas or equivalent)
    - Ventilation – a ventilation system will be installed to ensure a consistent internal environment for the battery and allowing the controlled release of any noxious fumes in the event of fire

5.0 Corporate H&S and Property response

"There has been ongoing consultation regarding the proposed installation of the Lithium-ion battery system at City Hall. A general risk assessment has been undertaken *("The installation of 3 x 50kW / 59kWh modular Lithium-ion Battery Energy Storage Systems (BESS). This is to be located in the basement area of City Hall. 2019"*) in order to identify the foreseeable hazards, to quantify the risks and to identify proportionate mitigation.

The risk assessment has identified that such an installation would present a low risk to the health and safety of the building's occupants provided that the precautions, identified in the risk assessment, are implemented.

A significant consideration is the fact that the installation introduces a fire hazard (due to the electrical and chemical hazard constituents of the batteries) which could create a significant risk to property protection and the on-going operation of the building – especially given that the proposed location is in the basement area. It is appreciated that the risk of fire starting may be unlikely however, if it should start the potential impact on the building could be significant. The risk assessments identifies that the first consideration should be to find an alternative location for the batteries. This has been investigated and, as summarised in the Energy Service's report 'City Hall

Battery - Fire Risk Mitigation', the alternatives were found not to be viable. In this case the risk assessment has identified a significantly increased level of mitigation which would be needed in order for the risks to be managed. This increased mitigation has been agreed and accepted going forward - also summarised in the Energy Service report.

It has to be said that there is still some residual concern regarding the location of the battery installation and this is associated with the response to a fire by the fire & rescue services. It should be understood that fires involving Lithium-ion technology can be challenging due to the chemical make-up of the batteries (although it is appreciated that the intended installation is reported to be adopting materials which are less volatile). Avon Fire & Rescue Service have visited the site and broadly accepted what is being proposed however, they also cautioned that the proposed location (in the basement) may present them with significant difficulties with firefighting operations. As life safety (of City Hall occupants) is of a low risk order rescue activities are not likely to be needed. They will therefore, balance the property protection issues against the risk to firefighters. They may be unwilling therefore, to initiate 'robust' firefighting activities if the only benefit is property protection."

Aidan Cleary, Fire Safety & Property Compliance Manager

Appendix B – Details of consultation carried out

1) **Initial Tender Process**

The City Hall Battery Project has been in development since early 2018 as part of City Leap and the Bristol City Council objective to move towards a smart, decentralised energy system to meet carbon reduction goals. Please see below for a timeline of the consultations and key steps:

- **Soft Market Testing** – part of City Leap Prospectus soft market testing, June 2018. The project scope was initially a smaller 150kW battery, with an estimated capital cost of £95k.
- **Approval** – as under £100k threshold, the project was given approval by David White, Head of Energy Services. The project has been on the mayoral priority list.
- **Legal** – Sonya Bedford, solicitor for City Leap and Energy Service had ongoing involvement in the development of the project and creation of the legal documents.
- **Finance** – Chris Williams, Principal account, 20th February 2019
- **Property** – Gemma Dando, Service Manager, took to Strategic Property Board 20th March, approval for battery project and for use of basement room B6 for the battery
- **H&S –** Aidan Cleary, Corporate Health & Safety Surveyor, 23rd May 2019
- **Insurance** – Alison Beeston, Insurance Officer, 19th April 2019
- **IT** – Wayne Griffiths, IT Service Deliver Manager, consultation 19th April 2019
- **Capital transfer** – agreed by Patsy Mellor, please see email 13th May 2019. Approved at EDM 22nd May, see email 23rd May 2019
- **Tender report** – signed by Colin Molton 24/5/19
- Contract awarded to Omnio Energy
- **Pre start meeting** – attended by Ian Hadrell and Alan Langford in Facilities Management, Robert Davies and Aidan Cleary in Building Practice, Andrew Payne from IT. 21/6/19
- **Close of Tender Process** – Omnio lose backing of parent company British Solar Renewables. BCC withdraw contract offer to Omnio and close tender process – 9th August 2019

2) **Current Tender process**

Soft Market Testing – new soft market testing approach was started following closure of previous tender. Argand Solutions assigned as consultant to provide independent sizing and specification advice

Decision to increase battery size – following consultations with the market and completion of modelling by Argand Solutions, an internal Energy Service decision was taken to increase size of battery to 300kW, based on modelling results showing that this size would maximise NPV and IRR and be the optimum use of capital. A new capital cost was estimated at £356k

Consultations – many of the initial consultations and approvals carry forward as the scope of the project remains the same. Nevertheless, each area has been consulted and engaged with again for the new process. These are outlined below:

- **Corporate H&S and Property** – David Martin**,** Business Partner Commercial Services, consultation on 13th September 2019. Aidan Cleary, Fire Safety & Property Compliance Manager, ongoing since May 2018, please see Appendix A for full comment
- **Finance** - Kayode Olagundoye, Interim Finance Business Partner, and Kevin Kay, Principle Accountant. 13th November 2019. Please see Appendix G for comment
- **Legal** – Sinead Willis, Commercial and Governance Team Leader, 21 Nov 2019. Please see cabinet report for comment
- **ICT –** Tim Farrance, Service Manager Infrastructure. 11th December 2019. Please see cabinet report for comment
- **Disruption to Building** – specification has been designed to promote method statements and project plans that minimise building disruption. Soft market testing indicates that there will be no requirement to shut down or power down the building. Approximate install window is 1 week.
- **Insurance** – Paul Dury, Risk & Insurance Officer, confirmation City Hall Battery is part of BCC insurance policy based on paper in Appendix A, 27th November 2019.
- **Approvals** – although not a key decision and the project was approved by EDM on 9th October, 23rd October and 20th Nov, it is proposed the project go to Cabinet on 4th February 2020 for approval to proceed with the contract. Cabinet member briefing is scheduled for January 2020

XXXXXXX Risk Register

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

Ref	Risk Description	Key Causes	Key Consequence	Status	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk	Risk Tolerance			
				Open / Closed						Likelihood	Impact	Risk Rating	£k	Likelihood	Impact	Risk Rating	Date
R-INV-BAT-001	Risk of damage to building, and/or damage to priceless artefacts ,	due to lithium ion fire, because of internal location of battery	Risk of damage to building, and/or damage to priceless artefacts	**Closed**	Strategic/Commercial		Freddie Collins	Alternative locations for the battery have been considered, but none are practical and raise different health and safety concerns. A paper has been produced 'Ciy Hall Battery - Fire Risk Mitigation' which presents a number of different countermeasures to this risk. This has been accepted by the Property team and by the Insurance Department		2	7	**14**		1	5	**5**	01/08/2019
R-INV-BAT-002	Risk of health and safety of staff, due to hazardous gases released in event of fire,	because of insufficient ventilation in basement room.	Risk of health and safety of staff, due to hazardous gases	**Closed**	Strategic/Commercial		Freddie Collins	The specification for the project includes the requiredment for appropriate ventilation to the basement room, utilising the duct at the back to provide a route for noxious gases to be released in the event of fire.		2	7	**14**		1	5	**5**	01/08/2019
R-INV-BAT-003	Risk of reputational damage to the Energy Service, City Leap and Bristol Energy,	due to problems with the battery installation, because of innovative nature of project	Risk of reputational damage to the Energy Service, City Leap and Bristol	**Open**	Political		Freddie Collins	In the development of the tender, we have looked to promote quality to ensure that the company that delivers the battery has significant experience in delivering similar projects. We have also used a variety of industry experts to help specify the project and soft market testing has demonstrated that the installation can be done without any significant disruption to the normal operation of the building.		2	5	**10**		1	5	**5**	19/08/2019
R-INV-BAT-004	Risk of insufficent savings/income from use of battery, due to inexperience in managemnet of batteries,	because of innovative nature of project	Risk of insufficent savings/income from use of battery, due to inexperience in managem	**Open**	Economic/ Financial		Freddie Collins	As this is an innovation project, there is always going to be an element of the unknown in the actual impact of the project. However, there have been significant consultantions with industry experts in the devlopment of the battery project, as well as the use of specialist consultants to model the use of the battery. This has been instramental in the development of the specification. Bristol Energy have also recruited experts in this area to manage the battery, and have partnered with a battery aggregator to assist in battery management.		2	5	**10**	£50,000	1	5	**5**	12/08/2019
R-INV-BAT-005	Risk to delay to project, due to long lead in times,	because of supply chain of winning contractor	Risk to delay to project, due to long lead in times,	Open	Economic/ Financial		Freddie Collins	There is likely to be a significant lead in time for most possible contractors of about 4-6 months for all potential suppliers. This is because the varying parts of the system tend to be manufactured globally even if constructed locally. Part of the soft market testing exercise is to understand this lead in time so that this can be propoerly forecasted and the impact of the lead-in time reduced.		4	3	**12**		2	1	**2**	12/08/2019
R-INV-BAT-006	Risk of delay to project, due to hold up with Historic England/Planning,	because of grade 2 listed status	Risk of delay to project, due to hold up with Historic England/Planning,	Open	Strategic/Commercial		Freddie Collins	Converations with Planning have already occured and it is clear that the only risk to the project not going ahead is if a change to the aesthetic of the door was required. Soft market testing has indicated that it is possible to retrofit fire protection to the back of the door which would mitigate the risk. THis reqirement wil lbe in the tender, along with the need for the winning contractor to work with BCC Planning and Histroic England to secure approval for the project.		3	5	**15**		2	5	**10**	20/08/2019

APPENDIX _E__

Bristol City Council Equality Impact Relevance Check

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

What is the proposal?	
Name of proposal	Battery storage investment at City Hall
Please outline the proposal.	To supply and install a commercial battery to the electrical supply at City Hall
What savings will this proposal achieve?	The investment will earn a profit of £57k over 20 years and save carbon from shifting electrical useage from daytime to nightime use
Name of Lead Officer	Freddie Collins

Could your proposal impact citizens with protected characteristics? (This includes service users and the wider community)
Please outline where there may be significant opportunities or positive impacts, and for whom.
No
Please outline where there may be significant negative impacts, and for whom.
None – this is a piece of electrical equipment which will be installed in the basement plant room, and therefore will not affect citizens on the basis of their protected characteristics

Could your proposal impact staff with protected characteristics? (i.e. reduction in posts, changes to working hours or locations, changes in pay)
Please outline where there may be significant opportunities or positive impacts, and for whom.
No
Please outline where there may be negative impacts, and for whom.
None – this is a piece of electrical equipment which will be installed in the basement plant room, and therefore will not affect staff on the basis of their protected characteristics

Is a full Equality Impact Assessment required?
Does the proposal have the potential to impact on people with protected characteristics in the following ways: • access to or participation in a service, • levels of representation in our workforce, or • reducing quality of life (i.e. health, education, standard of living) ?

Please indicate yes or no. If the answer is yes then a full impact assessment must be carried out. If the answer is no, please provide a justification.	No – no impact identified.
Service Director sign-off and date: P Mellor 19/12/2019	Equalities Officer sign-off and date: *Reviewed by Equality and Inclusion Team 16/12/2019*

Eco Impact Checklist

Title of report: City Hall Battery – Eco Impact				
Report author: Freddie Collins				
Anticipated date of key decision: January 2020				
Summary of proposals: Installation of a behind the meter lithium ion battery in City Hall				
Will the proposal impact on...	Yes/ No	+ive or -ive	If Yes…	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Yes	+ive	Carbon intensive peak electricity periods to be avoid	
Bristol's resilience to the effects of climate change?	Yes	+ive	Improve grid flexibility will allow more renewables	
Consumption of non-renewable resources?	Yes	+ive	Improve grid flexibility will allow more renewables	
Production, recycling or disposal of waste	Yes	-ive	A small amount of waste will be generated from construction works to install the battery.	Ensure contractor disposes of waste legally, according to waste legislation and ensure they follow the waste hierarchy.
The appearance of the city?	No			
Pollution to land, water, or air?	Yes	-ive	A small amount of travel into the city by contractors for work to install battery	Use social value scoring during tender to look to procure local contractors where possible.
Wildlife and habitats?	No			
Consulted with:				
Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u>				
The significant impacts of this proposal are… To allow BCC to avoid carbon intensive peak electricity periods and to provide a model to improve grid flexibility and increased renewable electricity consumption across the city. There are some very minor negative impacts related to installation of battery, which will be considered during tender process through social value scoring and are minimal in comparison to positive benefits. The proposals include the following measures to mitigate the impacts… n/a The net effects of the proposals are positive and allow an important step for Bristol in the				

move towards carbon neutrality.	
Checklist completed by:	
Name:	Freddie Collins
Dept.:	
Extension:	
Date:	13/12/2019
Verified by Environmental Performance Team	Nicola Hares – Environmental Performance Manager

Battery Storage Investment at City Hall – Appendix G, – Comments from Financial partners

"This is a pilot project to introduce a battery power system into City Hall and forms part of the commitment by the City Council to be carbon neutral by 2025. The project requires £0.356m of Prudential Borrowing (PB) to be reallocated from a Solar Energy programme to the new investment in battery storage (PL18 Energy services - Renewable energy investment scheme).

The City Hall battery Business Case model has been developed over a 20 year period. The initial capital costs for fully installing the battery system is £0.356m. The battery is estimated to need replacing after 10 years at a cost of £0.090m and there are some smaller capital costs for replacement fans and capacitors, as well as on-going annual maintenance and financing costs. Over the 20 year period the total costs of the project is estimated to be £0.554m. PB alone won't cover the costs of the project, but the battery has the potential to make savings and generate an income stream to the Council to more than make-up the difference.

Over the 20 year business case, the City Hall battery project has a positive Net Present Value (NPV) £0.057m, a sufficient Internal Rate of Return (IRR) of 6% and a payback period of 14 years. The payback period is higher than normal, but certainly less than pervious successful Solar energy projects with payback periods of 20 years. The City Hall battery project is a newly developing concept which is intended to unlock a sustainable business case for future investments.

The battery project will make energy savings for City Hall by reducing the energy consumption at the most expensive period of the day (around 17:00 – 19:00). The battery is then recharged at the cheapest time of the day (usually at night) in preparation for the up-coming day. Savings are initially estimated at £0.017m p.a, steadily increasing over the 20 year period, so that savings are estimated to total £0.510 over the 20 years.

As well as energy savings in City Hall, the battery specification chosen will allow for the generation of an income stream to BCC. The energy stored in the battery from recharging at the cheapest period can be sold back when demand and energy prices are at their highest. Also, the battery energy can be used to help balance the national energy grid, quicker response times allow of the generation of 'Flexible Frequency Rate' income. The total income generated is initially estimated to be £0.020m p.a and over the 20 year period to be £0.304m.

In summary over the 20 year business case model, the costs of the City Hall battery project are £0.554m, with savings of (£0.510m) and income generation of (£0.304m), resulting in a net saving of (£0.260m), discount back to a positive Net Present Value of £0.057m.

There are obviously some risks involved in any project and changes to energy prices could affect income generation and the savings achieved at City Hall. The development of battery technology is currently very rapid and competition is likely to grow. But, greater opportunities for BCC are possible in this energy field and this pilot project could unlock and allow this development."

Kayode Olagundoye, Interim Finance Business Partner, and Kevin Kay, Principle Accountant. 13th November 2019