

# Cabinet Agenda



**Date:** Thursday, 3 March 2022

**Time:** 4.00 pm

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

## Distribution:

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

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**Issued by:** Corrina Haskins, Democratic Services

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

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

**Date:** Wednesday, 23 February 2022



# Agenda

## **PART A - Standard items of business:**

### **1. Welcome and Safety Information**

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

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

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

### **2. Public Forum**

Up to one hour is allowed for this item

**(Pages 6 - 8)**

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

#### **Petitions and statements (must be about matters on the agenda):**

- Members of the public and members of the council, provided they give notice in writing or by e-mail (and include their name, address, and 'details of the wording of the petition, and, in the case of a statement, a copy of the submission) by no later than 12 noon on the working day before the meeting, may present a petition or submit a statement to the Cabinet.
- One statement per member of the public and one statement per member of council shall be admissible.
- A maximum of one minute shall be allowed to present each petition and statement.
- The deadline for receipt of petitions and statements for the 3 March Cabinet is





12 noon on Wednesday 2 March. These should be sent, in writing or by e-mail to: Democratic Services, City Hall, College Green, Bristol, BS1 5TR  
e-mail: [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk)

**Questions (must be about matters on the agenda):**

- A question may be asked by a member of the public or a member of Council, provided they give notice in writing or by e-mail (and include their name and address) no later than 3 clear working days before the day of the meeting.
- Questions must identify the member of the Cabinet to whom they are put.
- A maximum of 2 written questions per person can be asked. At the meeting, a maximum of 2 supplementary questions may be asked. A supplementary question must arise directly out of the original question or reply.
- Replies to questions will be given verbally at the meeting. If a reply cannot be given at the meeting (including due to lack of time) or if written confirmation of the verbal reply is requested by the questioner, a written reply will be provided within 10 working days of the meeting.
- The deadline for receipt of questions for the 3 March Cabinet is 5.00 pm on Friday 25 February. These should be sent, in writing or by e-mail to: Democratic Services, City Hall, College Green, Bristol BS1 5TR.  
Democratic Services e-mail: [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk)

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

### **3. Apologies for Absence**

### **4. Declarations of Interest**

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

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



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

(subject to a maximum of three items)

**6. Reports from scrutiny commission**

**7. Chair's Business**

To note any announcements from the Chair

**PART B - Key Decisions**

**8. Restructure of the lease of the Mill Youth Centre, Easton**

**(Pages 9 - 23)**

**9. Astry Close - Community Led Housing**

**(Pages 24 - 59)**

**10. Domestic Energy Upgrade of Low Income Homes**

**(Pages 60 - 74)**

**11. Homelessness Prevention Grant 2022/23**

**(Pages 75 - 87)**

**12. Extensions for Young People's Housing & Independence Pathway contracts**

**(Pages 88 - 106)**

**13. Rental Income and Arrears Management Policy**

**(Pages 107 - 129)**

**14. Housing Revenue account (HRA) Debt Write Off**

**(Pages 130 - 145)**

**15. Metrobus Upgrade Package**

**(Pages 146 - 181)**

**16. Portway Park & Ride Car Park Expansion**

**(Pages 182 - 209)**



- 17. Home to School Travel DPS Framework Re-commission** (Pages 210 - 317)
- 18. Holiday Activities and Food Fund 2022** (Pages 318 - 372)
- 19. Goram Homes - Pipeline of Housing Development Sites** (Pages 373 - 382)
- 20. Bristol Holding Limited Group Company Business Plans 2022/23** (Pages 383 - 547)
- 21. P10 Finance Exception Report** (Pages 548 - 552)

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

- 22. Extension of the Memorandum of Understanding Bristol, North Somerset and South Gloucestershire Healthier together partnership** (Pages 553 - 636)



# Public Information Sheet

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

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

## Changes to how we hold public meetings

Following changes to government rules, public meetings including Cabinet, Full Council, regulatory meetings (where planning and licensing decisions are made) and scrutiny will now be held at City Hall.

## COVID-19 Precautions at City Hall (from July 2021)

When attending a meeting at City Hall, COVID-19 precautions will be taken, and where possible we will:

- Have clear signage inviting you to check in to the venue using the NHS COVID-19 app or record your contact details for track and trace purposes.
- Provide public access that enables social distancing of one metre to be maintained
- Promote and encourage wearing of face coverings when walking to and from the meeting
- Promote good hand hygiene: washing and disinfecting hands frequently
- Maintain an enhanced cleaning regime and continue with good ventilation

## COVID-19 Safety Measures for Attendance at Council Meetings (from July 2021)

To manage the risk of catching or passing on COVID-19, it is strongly recommended that any person age 16 or over attending a council meeting should follow the above guidance but also include the following:

- Show certification of a negative NHS COVID-19 lateral flow (rapid) test result: taken in the 48 hours prior to attending. This can be demonstrated via a text message or email from NHS Test and Trace.
- An NHS COVID-19 Pass which confirms double COVID-19 vaccination received at least 2 weeks prior to attending the event via the NHS App. A vaccination card is not sufficient.
- Proof of COVID-19 status through demonstrating natural immunity (a positive NHS PCR test in the last 180 days) via their NHS COVID-19 pass on the NHS App.
- Visitors from outside the UK will need to provide proof of a negative lateral flow (rapid) test taken 48 hours prior to attendance, demonstrated via a text message or email.

Reception staff may ask to see this on the day of the meeting.

No one should attend a Bristol City Council event or venue if they:

- are required to self-isolate from another country
- are suffering from symptoms of COVID-19
- have tested positive for COVID-19 and are requested to self-isolate



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

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

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

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

### Public Forum

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

The following requirements apply:

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

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

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

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



### During the meeting:

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

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

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# Decision Pathway – Report

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 03 March 2022

<b>TITLE</b>	<b>Restructure of the lease of the Mill Youth Centre, Easton.</b>		
<b>Ward(s)</b>	Lawrence Hill Ward		
<b>Author:</b> Miles Reynolds	<b>Job title:</b> Property Development Manager		
<b>Cabinet lead:</b> Cllr Tom Renhard, Cabinet Member Housing Delivery and Homes	<b>Executive Director lead:</b> Stephen Peacock, Executive Director Growth and Regeneration		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>			
<ol style="list-style-type: none"> <li>To seek approval to restructure the lease of the Mill Youth Centre, Easton to enable (a) the development of a new indoor basketball court for the occupation of the lessee Empire Fighting Chance (b) a new affordable housing development wrapped around the indoor basketball court to be developed by Sovereign Housing Association or another Homes West Partner (c) a receipt from Sovereign to Empire Fighting Chance to provide future funding security to continue its charitable purpose. (d) an extension to the existing gymnasium building.</li> <li>The new leasehold interest(s) would be granted to Empire Fighting Chance at an undervalue with no capital receipt or rental income due to the Council and would therefore be disposal at less than best consideration under Section 123 of the Local Government Act 1972.</li> </ol>			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>The Council is the freehold owner of the Mill Youth Centre (also known as the Bristol Boxing Gym) at Lower Ashley Road, Baptist Mills, Bristol, BS OJY.</li> <li>The property is let to Empire Fighting Chance (EFC), a charity, under the terms of a 25-year lease which commenced on 29<sup>th</sup> October 2014. The lease was granted by the Council to EFC under its community asset transfer scheme and is subject to a service agreement which sets out the services the charity will provide from the premises. Under the terms of the lease EFC pays the Council a peppercorn rent only. The remaining lease term is approximately 18 years.</li> <li>The property currently comprises an outdoor basketball court (the Basketball Court Site) and gyms, treatment rooms and administrative and staff offices (the Gym site) on a site of approximately 0.35 hectares. Site plans are attached in Appendix A.</li> <li>EFC now wishes to transform the outdoor basketball court into an indoor all-year sports and basketball court for its principal use in relation to its charitable purpose and including continued free use of that facility by its local school, Evergreen Primary School, as part of that expansion of its services it can offer for local people. EFC also requires future funding security to continue its charitable purpose. A proposed affordable housing development of the site will act as an enabler to achieve these aims.</li> <li>EFC has reached agreement with Sovereign Housing, a registered provider of social housing, with a view to Sovereign developing an affordable housing scheme of 38 new homes and the new indoor basketball court on the Basketball Court Site. The costs of building the affordable housing, the indoor basketball court, and a contribution towards the expansion of the existing Gym premises and new car park, will be paid for by Sovereign.</li> <li>Sovereign Housing will not be applying for a grant from Bristol City Council to subsidise the affordable homes. Funding for</li> </ol>			



the residential development will be provided by Homes England and Sovereign's own internal funding.

7. EFC submitted its application for full planning permission (ref 21/03532/F) for the proposed scheme on 23rd June 2021. The application is pending consideration.
8. The current leasehold interest in the site held from the Council by EFC does not allow the development or give a long enough lease term for this to be viable. Unless the lease is restructured, or the site is sold, the site will be constrained for any significant redevelopment until after the current lease expires in 2039. To enable earlier redevelopment it is proposed that:
  1. The Council grants a new 35-year Community Asset Transfer lease at nil premium and a peppercorn rent of the Gym Site to EFC. EFC will continue to occupy the Gym Site for the long-term future.
  2. EFC enters into a new service agreement, on similar terms to the existing, covering the Gym Site only
  3. The Council grants a new 999-year lease at nil premium and at a peppercorn rent of the Basketball Court Site to EFC.
  4. EFC surrenders the existing lease of the property.
  5. EFC grants a 999 year less 10 days lease of the Basketball Court Site to Sovereign Housing Association at a peppercorn rent and for a lease premium. The premium paid to EFC by Sovereign will assist it towards its costs of extending its infrastructure and service offering on the Gym Site, operation of the new indoor basketball court and secure its long-term future.
  6. Sovereign construct and fund the affordable housing and indoor basketball court.
  7. On practical completion of the development Sovereign will grant a long lease of the basketball court back to EFC for nil premium and a peppercorn rent.
8. As the proposed new leases to be granted by the Council to EFC are at a nil premium and peppercorn rent the transaction would be at less than best consideration under Section 123 of the Local Government Act 1972. The Council has obtained a valuation from JLL property consultants who have reported that the less than best consideration amount of the combined Gym Site and Basketball Court Site is £1,355,000. In accordance with the property delegations Cabinet approval is required for a disposal at undervalue at this level.
9. Should EFC be unable to finalise terms with Sovereign Housing Association they will look to work with an alternative Homes West, Registered Provider Partner to deliver the project as outlined.

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

Cabinet are asked to:

1. Approve the restructure of the lease of the Mill Youth Centre to Empire Fighting Chance at less than best consideration.
2. Authorise the Executive Director for Growth & Regeneration in consultation with the Cabinet Member for Housing Delivery and Homes to agree terms for the surrender and regrant of the lease(s) to Empire Fighting Chance.

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

1. The Bristol City Council Business Plan 2020/21 (Fair and Inclusive 2019/20)  
Key Commitment 1: Make sure that 2,000 new homes (800 affordable) are built in Bristol each year by 2020.  
Empowering and Caring: Prioritise community development and enable people to support their community.  
Fair and Inclusive: Help develop balanced communities which are inclusive and avoid negative impacts from gentrification  
Wellbeing: Embed health in all our policies to improve physical & mental health and wellbeing, reducing inequalities and the demand for acute services.

#### **City Benefits:**

1. The project is being delivered within one of the most deprived communities in the city.
2. The indoor basketball court will provide improved community facilities to better serve the community.
3. The project will deliver affordable housing on the site.

#### **Consultation Details:**

1. Planning - a planning application number ref 21/03532/F has been submitted for the proposed scheme has been subject to public consultation as part of the planning process.

2. Internal - Driving Development meeting.

**Background Documents:**

[Planning application ref 21/03532/F](#)

<b>Revenue Cost</b>	<b>£0.00</b>	<b>Source of Revenue Funding</b>	Not applicable
<b>Capital Cost</b>	<b>£1,355,000</b>	<b>Source of Capital Funding</b>	Not applicable
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:**

The land is currently leased to Empire Fighting Chance (EFC) for 25 years, where remaining lease term is approximately 18 years. The proposed plan is to split land into two leases where Gym currently being used is extends to 35 years and provide 999 years lease to build affordable homes. The total value of land is £1,355,000.

The financial implication is that the Council is disposing of land and foregoing a potential capital receipt estimated at £1,355,000 in return for 38 affordable homes, equivalent to contribution of circa £36,000 per home. The average grant provided from the Affordable Housing Funding Programme (AHFP) is around £60,000, therefore, this investment deemed to be providing better value for money.

Furthermore, Social Value Calculator estimates that the scheme provides in use monetary value of £1.2m social benefits which includes reducing crime, improve education outcomes and improve health and well-being.

In the event of failing to start on site within a defined period, the tenant will surrender the lease at nil premium and a revert to the original lease.

The details of the delivery plan are yet to be finalised and will be form part of the contract obligations on surrender and regrant of the leases.

The scope for pipeline of capital receipts to support the delivery of the capital programme has yet to be determined and is currently working in progress. Therefore, at this stage it is unknown whether Mill Youth Centre will fall within the scope. Please note this asset was not on previous pipelines for disposal of properties. However, sale of any asset below market value will reduce the value of receipts needed to support the financing of the capital programme. Although, the capital receipt from sale of this land would not be realised until the end of existing lease which still has 18 years to run.

The granting of long-term leases will be treated as a disposal within the Statutory Accounts of the Authority and will have no revenue impact.

**Finance Business Partner:** Aisha Bapu, Finance Business Partner 16 February 2022

**2. Legal Advice:** The Council is under a duty by virtue of S123 of the Local Government Act 1972 to achieve best value for its assets and any disposal should be at the best price reasonably obtainable. The duty to seek best consideration is subject to certain exceptions, most notably section 2 of the Local Government Act 2000 providing the Council with well-being powers to accept a disposal at undervalue within the £2 million threshold, where the authority considers the disposal will help it to secure the promotion or improvement of the economic, social or environmental well-being of its citizens.

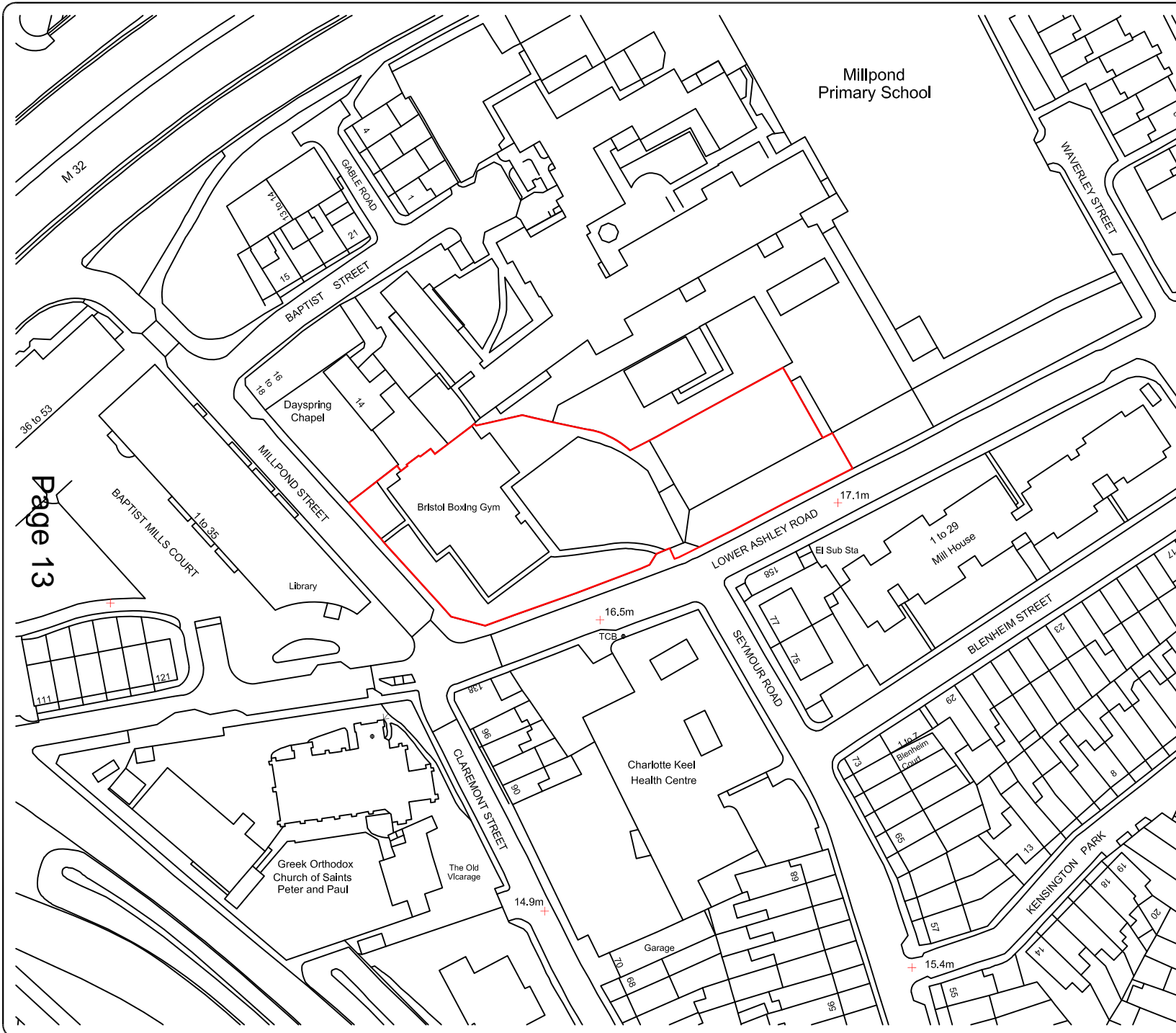
**Legal Team Leader:** Andrew Jones, team Leader, 22 February 2022

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

**IT Team Leader:** Gavin Arbuckle – Head of Service Improvement and Performance, 10 December 2021

<b>4. HR Advice:</b> There are no HR implications evident		
<b>HR Partner:</b> Celia Williams, HR Business Partner 3 December 2021		
<b>Housing Delivery Board</b>	Stephen Peacock, Executive Director Growth and Regeneration	24 November 2021
<b>EDM Sign-off</b>	Stephen Peacock, Executive Director Growth and Regeneration	5 January 2022
<b>Cabinet Member sign-off</b>	Cllr Renhard, Cabinet Member Housing Delivery and Homes	10 January 2022
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's office	31 January 2022

<b>Appendix A – Further essential background / detail on the proposal</b> 1. Current site plan. 2. Proposed demise plan which identifies the Gym Site (frontage to Millpond Street) and the Basketball Court site (frontage to Lower Ashley Road). The final boundaries are to be agreed dependent on parking requirements. Drawing number 059/SK05	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>YES</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>No</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>



**Bristol Boxing Gym,  
Lower Ashley Road,  
Baptist Mills,  
Bristol.  
BS5 0YJ**

SITE PLAN : To ensure boundary accuracy, please refer to deeds.

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# Equality Impact Assessment [version 2.9]



Title: Restructure of the lease of the Mill Youth Centre, Easton to enable the development of an indoor basketball court, affordable housing, and an extended gymnasium building.	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input checked="" type="checkbox"/> Other Property disposal	<input type="checkbox"/> New <input type="checkbox"/> Already exists / review <input checked="" type="checkbox"/> Changing
Directorate: Growth & Regeneration	Lead Officer name: Jay Ridsdale
Service Area: Housing Delivery	Lead Officer role: Senior Development Surveyor

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

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

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

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

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

We want to grant two new leases of the Council owned Mill Youth Centre (also known as the Bristol Boxing Gym) to the Empire Fighting Chance Club (EFC). EFC is a charity who integrate non-contact boxing with mentoring, education, therapy, and careers support for young people. The new leases will be granted to EFC at nil premium and nil rent to the Council. EFC already occupy the premises under a community lease from the Council which has approximately 18 years remaining. However, the new longer leases of 35 years for part and 999 years for part which are now proposed will enable the following outcomes.

- A new indoor basketball court facility to be developed for use by EFC. EFC also propose to offer free use of the indoor basketball court to the neighbouring Evergreen Primary School.
- An expansion to the existing gym building to provided extended accommodation for EFC.
- An affordable housing scheme of 38 new homes to be developed on the site by Sovereign Housing Association under the terms of a lease to be granted by EFC to Sovereign.
- A payment from Sovereign to EFC which will help EFC secure future funding security to continue its charitable purpose.

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

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

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

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

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

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

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

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

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

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

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

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

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
Lawrence Hill Statistical Ward Profile 2021	<p><b>Housing supply</b> There are significantly more than average numbers of flats in the area. Overcrowding is the highest of any ward in the city. The proportion of socially rented homes is higher than average (50.1%) compared to Bristol as a whole (20%).</p>
	<p><b>Premature Mortality</b> Premature mortality is higher in Lawrence Hill than any other ward in the city.</p>
	<p><b>Healthy Lifestyles</b> The % of people who say that they are in good health in Lawrence Hill is significantly worse than the Bristol average.</p>
Additional comments: New homes could help address overcrowding. Improved gym and basketball facilities could help increase healthy lifestyles and decrease premature mortality.	

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

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

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

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

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

There are gaps in available diversity data for some characteristics e.g. sexual orientation at a local level where this has not historically been included in statutory reporting.

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

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

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

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

EFC have submitted a planning application for the proposals which are the subject of public consultation.

## 2.5 How will engagement with stakeholders continue?

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

There will be a service agreement attached to the new gym lease which will specify the services which EFC are to provide from the premises. The service agreement will be subject to periodic reviews.

There will be nominations agreement with Sovereign Housing Association which will determine how the affordable homes are allocated.

## Step 3: Who might the proposal impact?

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



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

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

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

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many groups)	
We have not identified any potentially adverse impacts from this proposal which is limited in scope to the restructure of the lease. Any emerging equalities impacts highlighted through future consultation, or mitigations to minimise potential disruption during works will be subject to separate consideration as appropriate.	
<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	

Mitigations:	
--------------	--

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

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

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

The proposed affordable housing will provide additional low-cost housing for people in housing need and has potential to benefit people with characteristics who are more likely to face housing issues and homelessness.

The gym and basketball court operated by EFC will provide opportunities for indoor exercise which may benefit young people on low incomes who wouldn't otherwise be able to afford membership fees for similar facilities.

The charitable activities of EFC are aimed at helping young people through mentoring, education, therapy, and careers support.

## Step 4: Impact

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

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

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

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

No significant negative impacts identified.
---

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

The lease will promote equality of opportunity for protected characteristic groups by enabling affordable housing and improved services for local residents.
--

### 4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale
Monitoring of service agreement for gym	John Bos	C. 5 yearly.

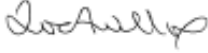
### 4.3 How will the impact of your proposal and actions be measured?

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

New affordable housing in Lawrence Hill. Relevant Housing / Community Quality of Life in Bristol Survey indicators by Ward and Equalities Groups.
--

## Step 5: Review

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

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off:</b>  Zoe Willcox, Director, Development of Place
Date: 17/12/2021	Date: 10/02/2022

---

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

## Eco Impact Checklist

<b>Title of report:</b> Restructure of the lease of the Mill Youth Centre, Easton to enable the development of an indoor basketball court, affordable housing, and an extended gymnasium building.				
<b>Report author:</b> Jay Ridsdale				
<b>Anticipated date of key decision:</b> 3 March 2022				
<b>Summary of proposals:</b> To restructure the lease of the Mill Youth Centre, Easton to enable (a) the development of a new indoor basketball court for the occupation of the lessee Empire Fighting Chance (b) a new affordable housing development wrapped around the indoor basketball court to be developed by Sovereign Housing Association (c) a receipt from Sovereign to Empire Fighting Chance to provide future funding security to continue its charitable purpose. (d) an extension to the existing gymnasium building.				
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	<p>The development is expected to generate short-term emissions using energy, transport fuel and materials during construction works.</p> <p>Once the homes and sports facilities are occupied there will be emissions from energy consumption, travel, generation of waste to landfill.</p>	<p>The Council is not the developer. The developer will need to comply with all planning requirements.</p> <p>Excluding the proposed gym extension, the development consists of a six-storey building) including 1 &amp; 2 bedroom flats, sport hall and ancillaries. The developer aims to achieve a resource-efficient building engineered to perform significantly better than the Building Regulation standards.</p>
Bristol's resilience to the effects of climate change?	Yes	+ve	The proposal will create <u>homes that are efficient and resilient to extreme heat.</u>	The proposed homes are specified to exceed Building Regulations requirements.
Consumption of non-renewable resources?	Yes	-ive	Short-term use of fossil fuels and other non-renewable	The development is proposed to exceed Building Regulations

			materials through the use of energy, vehicle fuel and materials during construction works. In the long-term, there will be consumption of fossil fuels for heating and power, and also for travel to and from the site.	requirements.  New dwellings will benefit from proximity to local services, reducing the need to make single occupancy car journeys.  Heating systems will be installed according to the heat hierarchy policy.
Production, recycling or disposal of waste	Yes	-ive	Waste will arise from construction works.  Waste will arise from the normal occupation of the homes.	Construction contractors will be obliged to a prepare site waste management plan in an approved format, which will detail how waste will be minimised, and reuse and recycling promoted.  It is anticipated that homes will be designed to provide adequate off footpath recycling facilities, waste management storage and access for pick up by council contractors.
The appearance of the city?	Yes	+ive	The current youth club building is low quality. The site of the housing development is an open-air basketball court.	The new development will improve the appearance of the local area.
Pollution to land, water, or air?	Yes	-ive	Construction works will involve the use and storage of materials that could contaminate land, watercourses and	Planning Consents will be expected to require the use of a Construction Management Plan, to be approved by the planning authority. This plan

			<p>surface water drains, if accidentally released.</p> <p>Works are likely to create dust and noise.</p> <p>The housing developments is located on a previously developed site; the proposals will address the treatment of any residual contamination.</p> <p>New dwellings will impact upon traffic flows and noise levels in the surrounding area.</p> <p>Any increases in traffic resultant from the dwellings will impact on local air quality.</p>	<p>should mitigate for all of the issues noted in relation to construction activity and the production of pollution.</p> <p>Ground Investigations to determine presence of contamination will be undertaken and remediation proposals developed if required</p> <p>It is anticipated that the development will provide secure cycle storage for up 60 bicycles.</p> <p>It is anticipated that the development will be supported by a Travel Plan which actively promotes non-car travel to and from the development.</p>
Wildlife and habitats?	Yes	-ive	Development and densification expected to lead to the loss of open space (grass verges).	Development sites will be subject to ecological impact assessments prior to development. Appropriate avoidance/mitigation measures will be considered and implemented on a site-by-site basis.

**Consulted with:** Daniel Shelton

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

The significant environmental impacts of this proposal will include emissions, waste, material consumption, travel and loss of habitat associated with construction, as well as

the potential to pollute. Energy, water and travel will result from occupation.

The overall impact of construction works, and operating buildings is likely to involve some environmental harm, but with all reasonable measures put in place to reduce the likelihood or mitigate this.

The developer aims to achieve a resource-efficient building engineered to perform significantly better than the Building Regulation standards.

**Checklist completed by:**

Name:	Jay Ridsdale
Dept.:	Growth and Regeneration
Extension:	
Date:	07/01/2022
Verified by Environmental Performance Team	Daniel Shelton 07/01/2022





# Decision Pathway – Report

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 03 March 2022

<b>TITLE</b>	<b>Astry Close, Community Led Housing</b>	
<b>Ward(s)</b>	Avonmouth and Lawrence Weston	
<b>Author:</b> Miles Reynolds	<b>Job title:</b> Property Development Manager	
<b>Cabinet lead:</b> Cllr Tom Renhard, Cabinet Member Housing Delivery and Homes	<b>Executive Director lead:</b> Stephen Peacock, Executive Director Growth and Regeneration	
<b>Proposal origin:</b> BCC Staff		
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet		
<b>Purpose of Report:</b>		
<ol style="list-style-type: none"> <li>To seek approval to grant a new 999-year lease of Council owned land at Astry Close in Lawrence Weston to Ambition Lawrence Weston (ALW) to enable the community group to develop a community led housing scheme of 36 homes in partnership with Brighter Places.</li> <li>The new lease would be granted at undervalue with no capital receipt or rental income due to the Council and is therefore a disposal at less than best consideration under Section 123 of the Local Government Act 1972.</li> </ol>		
<b>Evidence Base:</b>		
<ol style="list-style-type: none"> <li>On the 4 February 2020 Cabinet authorised the adoption of the Council’s Community led Housing Land Disposal Policy.</li> <li>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 worked to develop the Community Led Housing Land Disposal Policy to enable development of land by Community Led Housing Groups.</li> <li>Under the Community Led Housing Land Disposal Policy, Cabinet approvals will be sought to dispose of Council sites with the potential to deliver more than 10 homes.</li> <li>The land at Astry Close is owned by the Council and extends to a gross area of approximately 0.78 hectares (1.92 acres) and comprises of a cleared site which was previously developed for precast reinforced concrete houses which have since been demolished, together with highway verge and adopted highway along the length of Astry Close. A stopping up order will be required for those parts of the site which are currently highway, and which will not be part of the adopted highway in a reconfigured layout under the current development proposals.</li> <li>Local community group Ambition Lawrence Weston (ALW) have been working in partnership with housing association Brighter Places to project manage and deliver an affordable housing scheme on the land. ALW have been working on the development proposals since 2016 when the Council first provided support for the project. Heads of terms for the land disposal to ALW were first agreed in 2017.</li> <li>The proposed scheme is a development of 36 dwellings comprising 34 affordable homes and 2 self-build homes. A resolution to grant planning (application number 19/03660/F) was passed at Development Control committee on 15 April 2021.</li> <li>ALW or Brighter Places will be invited to bid for Bristol City Council grant towards the delivery of the affordable housing</li> </ol>		

as part of a new, targeted community led housing bidding round which is due to be open in the Spring of 2022. Most of the public funding for the homes will come from Homes England. As the land is being offered to ALW at nil consideration the scheme viability and deliverability will be improved and the reliance on public subsidy will be reduced.

8. The proposed homes are specified to exceed Building Regulations requirements for thermal performance and air tightness. Mechanical Ventilation with Heat Recovery systems are proposed providing controlled ventilation. Homes will also include individual air source heat pumps and photovoltaic roof mounted systems to generate on site renewable energy. It is outlined that the development will include fibre to the premises (FTTP) broadband to all homes.
9. Under the terms of the proposed disposal the Council would grant a new 999-year lease to ALW or a community land trust or a similar legal structure to be agreed. ALW will then grant an underlease to Brighter Places who will complete and own the housing development. ALW will receive a ground rent of £4 per week for each home from Brighter Places and the opportunity to purchase 6 completed homes at cost price, to be owned and managed by the community group.
10. The ground rent and rental from the six homes will be used by ALW to support their work in Lawrence Weston as part of the Corporate Strategy.
11. The Council has obtained a valuation of the land from JLL who have reported a market value of £910,000 on the basis that this is the best consideration obtainable should the Council seek to dispose of the land in the market to a private developer for a housing scheme which would deliver a policy compliant level of affordable homes only.
12. Under the terms proposed for the new lease to ALW the premium received by the Council would be a nominal £1.00. The transaction would therefore be at an undervalue of £910,000.
13. The Council is supporting other ALW led projects in Lawrence Weston including a new community hub where a grant of £1.15 million has been approved to deliver the hub development on a Council owned site where ALW is due to be granted a new 35-year community asset transfer (CAT) lease at an undervalue.
14. The Council is also providing funding and support, including Council owned land to be leased to ALW at an undervalue to facilitate the development of a community wind turbine. The total amount of public funds to support this project, including the undervalue amount, is c.£1.5 million.

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

That Cabinet are asked to:

1. Approve the disposal of the land at Astry Close at less than best consideration for the development of community led housing.
2. Authorise the Executive Director for Growth & Regeneration in consultation with the Cabinet Member for Housing Delivery and Homes to agree terms for the grant of and enter into a 999-year lease with Ambition Lawrence Weston, at an undervalue.

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

1. Key Commitment 1: Make sure that 2,000 new homes (800 affordable) are built in Bristol each year by 2020.
2. Fair and Inclusive - Prioritise community development and enable people to support their community.

#### **City Benefits:**

1. The development is being delivered within one of the most deprived communities in the City.
2. The project will deliver affordable and self-build homes.

#### **Consultation Details:**

1. Community - The proposals for the site have been 'co-designed' and project developed in close consultation with the local community
2. Planning – a planning application number 19/03660/F for the proposed scheme has been subject to public consultation as part of the planning process.

#### **Background Documents:**

Planning application [19/03660/F](#)

<b>Revenue Cost</b>	<b>£0.00</b>	<b>Source of Revenue Funding</b>	Not applicable
<b>Capital Cost</b>	<b>£910,000</b>	<b>Source of Capital Funding</b>	Not applicable
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:**

The paper seeks to approve grant a new 999-year lease of Council owned land at Astry Close to develop a community led housing scheme of 36 homes. This is in line with Council’s pledge to support community led housing approved by cabinet on 4<sup>th</sup> February 2020. This site falls within the criteria of Council’s Community led Housing Land Disposal Policy.

The financial implication is that the Council is disposing of land at a nominal value of £1 and foregoing a potential capital receipt estimated at £910,000, in return for 36 affordable homes, equivalent to contribution of circa £25,000 per home. The average grant provided from the Affordable Housing Funding Programme (AHFP) is around £60,000, therefore, this investment deemed to be providing better value for money.

Furthermore, Social Value Calculator estimates that scheme provides £XXXX of monetary value of social benefits which includes reducing crime, improve education outcomes and improve health and well-being.

In the event of Ambition Lawrence Weston fail to start on site within 15 months of the lease start date, the Council has the ability to exercise the break clause at nil premium.

The scope for pipeline of capital receipts to support the delivery of the capital programme has yet to be determined and is currently working in progress. Therefore, at this stage it is unknown whether Astry Close will fall within the scope. Please note this asset was not on previous pipelines for disposal of properties. However, sale of any asset below market value will reduce the value of receipts needed to support the financing of the capital programme.

The granting of long-term leases will be treated as a disposal within the Statutory Accounts of the Authority and will have no revenue impact.

**Finance Business Partner:** Aisha Bapu , Finance Business Partner, 16 February 2022

**2. Legal Advice:** The Council is under a duty by virtue of S123 of the Local Government Act 1972 to achieve best value for its assets and any disposal should be at the best price reasonably obtainable. The duty to seek best consideration is subject to certain exceptions, most notably section 2 of the Local Government Act 2000 providing the Council with well-being powers to accept a disposal at undervalue within the £2 million threshold, where the authority considers the disposal will help it to secure the promotion or improvement of the economic, social or environmental well-being of its citizens.

**Legal Team Leader:** Andrew Jones, Team Leader, 21 February 2022

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

**IT Team Leader:** Gavin Arbuckle – Head of Service Improvement and Performance, 10 December 2021

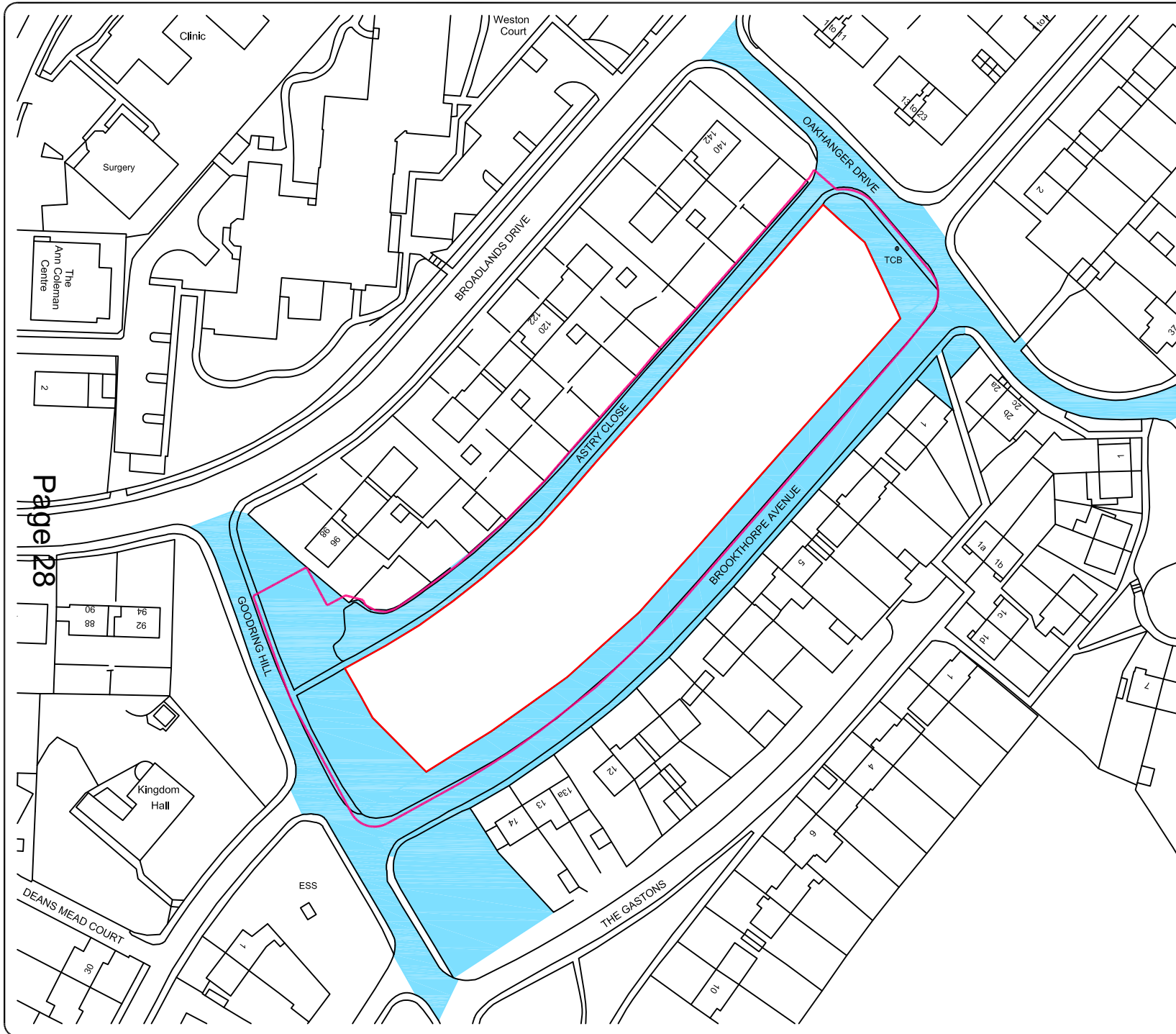
**4. HR Advice:** There are no HR implications evident

**HR Partner:** Celia Williams , HR Business Partner 03 December 2021

<b>Housing Delivery Board</b>	Stephen Peacock, Executive Director Growth and Regeneration	24 November 2021
<b>EDM Sign-off</b>	Stephen Peacock, Executive Director Growth and Regeneration	5 January 2022

<b>Cabinet Member sign-off</b>	Cllr Renhard, Cabinet Member Housing Delivery and Homes	10 January 2022
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	31 January 2022

<b>Appendix A – Further essential background / detail on the proposal</b> 1. Site plan reference N7645b. 2. Proposed site ground floor plan 1804-P-102-E 3. Cabinet paper 4/2/20	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>YES</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>YES</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>No</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>



**PRC Redevelopment Site, Astry Close (Zone 5), Lawrence Weston, Bristol.**

- PRC Redevelopment Site.
- Topographical survey boundary. (Conducted by Campbell Reith consulting engineers)
- Adopted highway land in vicinity.

SITE PLAN : To ensure boundary accuracy, please refer to deeds.

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**PROPERTY**

Plan No	: N7645b
Prop ID Ref	: 135498
Polygon Ref	: 121637
Scale	: 1:1,250 @A4
Date	: 21/10/2021

  
**CORPORATE PROPERTY**  
 City Hall, PO Box 3399, Bristol. BS1 9NE  
[www.bristol.gov.uk](http://www.bristol.gov.uk)





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Gooding Hill



**General Notes**  
 1. All dimensions to be checked on site  
 2. Unless otherwise stated dimensions are in millimetres  
 3. Drawings to be read in conjunction with all other project drawings  
 4. Copyright Barefoot Architects Ltd.

**PROPOSED PLANNING DRAWINGS**

FOR LAND TRANSFER  
**14.09.20**

Scale 1:500  
 0 1 5 10 15 metres

E	14/09/2020	Redline Boundary Updated
D	20/08/2020	Revised plans to 2bed flats
C	07/07/2020	Revisions to kerb lines at junctions, redline removed
B	28/04/2020	Proposed redline boundary for asset transfer
A	27/11/2019	Revisions to external stores, window positions and parking

No. Date Issue Notes

**barefoot architects**  
 a: Unit 4.8 Paintworks  
 Bristol BS4 3EH  
 e: info@barefootarchitects.co.uk  
 t: 0117 9070 971

Project  
**Astry Close**

Job No. **1804**

Drawing Title  
**Proposed Site Ground Floor Plan**

Drawn By **JH** Date **28/04/2020**

Scale **1:500@A3**

Drawing No. **1804-P-102-E** Revision

# Decision Pathway – Report



**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 04 February 2020

<b>TITLE</b>	Community Led Housing Land Disposal Policy & Self-Build Housing Land Disposal Policy		
<b>Ward(s)</b>	Citywide		
<b>Author:</b> Tim Southall & Kelly Thomas	<b>Job title:</b> Housing Delivery Manager Community Led Housing Manager		
<b>Cabinet lead:</b> Cllr Paul Smith	<b>Executive Director lead:</b> Stephen Peacock, Growth and Regeneration		
<b>Proposal origin:</b> Mayor			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b> 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.			
<b>Evidence Base:</b> 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: <ul style="list-style-type: none"> <li>- Working in partnership across the city to deliver this target</li> <li>- Using a wide mix of measures to increase development</li> <li>- Promoting affordable housing</li> </ul> <p>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.</p> <p><b>Community Led Housing Land Disposal Policy</b> 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.</p> <p>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.</p> <p>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,</p>			



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. authorise the adoption of the Community Led Housing Land Disposal Policy
2. authorise 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 9<sup>th</sup> 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 \(as amended by the Housing and Planning Act 2016\)](#)

<b>Revenue Cost</b>	£N/A	<b>Source of Revenue Funding</b>	
<b>Capital Cost</b>	£N/A	<b>Source of Capital Funding</b>	
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:**

The 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 5<sup>th</sup> 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**

<b>EDM Sign-off</b>	Stephen Peacock	27 <sup>th</sup> November 2019
<b>Cabinet Member sign-off</b>	Cllr Smith	10 <sup>th</sup> December 2019
<b>For Key Decisions - Mayor’s Office sign-off</b>	Mayor’s Office’	<b>13<sup>th</sup> January 2020</b>

<p><b>Appendix A1 – Community Led Housing Land Disposal Policy</b></p> <p><b>Appendix A2 - Self Build Housing Land Disposal Policy</b></p> <p><b>Further essential background / detail on the proposal can be found at these links:</b></p> <p><a href="#">Housing Delivery Plan 2017-2020</a></p> <p><a href="#">Council’s Social Value Policy</a></p> <p><a href="#">The Self-build and Custom Housebuilding Act 2015</a></p>	<b>YES</b>
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<a href="#"><u>(as amended by the Housing and Planning Act 2016)</u></a>	
<b>Appendix B – Details of engagement carried out - Detailed above</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny - None</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>YES</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>YES</b>
<b>Appendix G – Financial Advice - Detailed above</b>	<b>NO</b>
<b>Appendix H – Legal Advice - Detailed above</b>	<b>NO</b>
<b>Appendix I – Combined Background papers</b>	<b>NO</b>
<b>Appendix J – Exempt Information</b>	<b>YES</b>
<b>Appendix K – HR advice Detailed above</b>	<b>NO</b>
<b>Appendix L – ICT - Detailed above</b>	<b>NO</b>
<b>Appendix M – Boundary Plans of 4 sites identified for disposal and valuations</b>	<b>YES</b>
<b>Appendix 1&amp;2 Heads of Terms for Community Led Housing Land Disposals</b>	<b>YES</b>
<b>Heads of Terms for Self-Build Housing Land Disposals</b>	<b>YES</b>

## 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 provision that the initial rent *up to 31<sup>st</sup> 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. [2]

#### **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 constituted 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 constituted 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 of 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	<b>Housing Proposal</b> 20%	Demonstrate how your Proposal(s), <a href="#">highlighting location, tenure mix, affordability, type, design and specification of homes</a> , complies with: <a href="#">Bristol Local Plan</a> and all relevant supporting guidance. And responds to: <ul style="list-style-type: none"> <li>• Zero Carbon housing – accreditation from Passivhaus, Bio Regional One Planet or equivalent</li> <li>• Housing Innovations through MMC</li> </ul>	Text response up to 500 words	<b>0-5</b>
2	<b>Deliverability</b> 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: <ul style="list-style-type: none"> <li>• Planning status</li> <li>• Deliverability of scheme i.e. highway access or other encumbrances.</li> <li>• Innovative construction practices including use of modular homes to accelerate delivery</li> <li>• Long term management arrangements</li> </ul>	Text response up to 500 words  <a href="#">Supported with a Gantt Chart or similar with key milestones</a>	<b>0-5</b>



3	<b>Community Benefits 20%</b>	<ul style="list-style-type: none"> <li>• Number of social/affordable rent/ shared equity homes to be transferred to CLH group.</li> <li>• Retained equity secured by CLH group.</li> <li>• Future revenue stream of CLH group.</li> <li>• Number of self-build/custom build homes or plots proposed.</li> </ul>	Text response up to 500 words	<b>0-5</b>
4	<b>Social Value 20%</b>	<p>Social value offer</p> <p>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.</p> <p>You are asked to submit your responses to this question on the Social Value Toolkit/ Measures 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).</p> <p><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.)</i></p>	Completed Social Toolkit /Social Value Measures Table with supporting text up to 500 words	
5	<b>Financial Offer 20%</b>	<p>Financial offer supported by business plan for scheme that shows viability and affordability It is important to include:</p> <ul style="list-style-type: none"> <li>• What you propose to do and how it will be funded including and public grant requirements</li> <li>• The level of funding secured vs pledged</li> <li>• How the asset will be sustained in the long term</li> <li>• Any other existing public grant you are in receipt of in relation to this or any other scheme</li> </ul>	Business plan <a href="#">and Development appraisal</a> 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
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Unacceptable	0	<ul style="list-style-type: none"> <li>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 &amp; quality measures required to meet the objectives sought and deliver , with little or no evidence to support the proposal.</li> </ul>
Serious reservations	1	<ul style="list-style-type: none"> <li>Satisfies the criteria with major reservations;</li> <li>Considerable reservations of the organisations' relevant ability, understanding, experience, skills, and resource &amp; quality measures required to meet the objectives sought and deliver , with little or no evidence to support the proposal.</li> </ul>
Minor reservations	2	<ul style="list-style-type: none"> <li>Satisfies the criteria with minor reservations;</li> <li>Some minor reservations of the organisations relevant ability, understanding, experience, skills, and resource &amp; quality measures required to meet the objectives sought and deliver with little or no evidence to support the proposal.</li> </ul>
Satisfactory	3	<ul style="list-style-type: none"> <li>Satisfies the criteria;</li> <li>Demonstration by the organisation of the relevant ability, understanding, experience, skills, resource &amp; quality measures required to meet the objectives sought and deliver with evidence to support the proposal</li> </ul>
Good	4	<ul style="list-style-type: none"> <li>Satisfies the criteria with minor additional benefits;</li> <li>Above average demonstration by the organisation of the relevant ability, understanding, experience, skills, resource &amp; quality measures required to meet the objectives sought and deliver;</li> <li>Proposal identifies factors that will offer potential added value, with evidence to support the proposal.</li> </ul>
Excellent	5	<ul style="list-style-type: none"> <li>Significantly exceeds the criteria ;</li> <li>Exceptional demonstration by the organisation of the relevant ability, understanding, experience, skills, resource &amp; quality measures required to meet the objectives sought and deliver;</li> <li>Proposal identifies factors that will offer potential added value, with evidence to support the proposal.</li> </ul>

### 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. <sup>2</sup>

##### ***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.



## 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: 27 <sup>th</sup> November 2019	Date: 5 <sup>th</sup> December 2019



## Eco Impact Checklist

<b>Title of report:</b> Community Led Housing Land Disposal Policy & Self-Build Housing Land Disposal Policy				
<b>Report author:</b> Tim Southall & Kelly Thomas				
<b>Anticipated date of key decision;</b> 4 <sup>th</sup> February 2020				
<b>Summary of proposals:</b> 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 - to go into the main Cabinet/ Council Report**

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:	26 <sup>th</sup> November
Verified by Environmental Performance Team	Nicola Hares



## Disposal of land at Astry Close at less than best consideration for Community Led Housing. Risk Register

Negative Risks that offer a threat to the Disposal of land at Astry Close at less than best consideration for Community Led Housing and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			Date
										Likeli- hood	Impact	Risk Rating		Likeli- hood	Impact	Risk Rating	
1	<b>Development does not proceed.</b>	The development cannot be funded and is therefore unviable/The S106 planning agreement cannot be agreed by the developer/Unknown technical constraints such as ground conditions/stopping up order for highways unsuccessful or problematic/ALW are unable to complete the underlease with Brighter Places	The affordable housing would be delayed or not delivered. BCC would incur abortive costs in pursuing the transaction. The future of the site would be uncertain.	Open		Programme / Project Management	Property Service Manager	The lease will include a mutual break clause if development has commenced within a period of 15 months, or the underlease has not been completed within 15 months.	neutral	1	7	7	Less than £100K	1	7	7	04.01.2022
2	<b>The development is commenced but not completed.</b>	Insolvency of the developer or contractor/increase in costs or unforeseen abnormal costs/unforeseen technical constraints.	The affordable housing would be delayed or not delivered. BCC would have already incurred abortive costs in pursuing the transaction. The site would be subject to a lease to ALW and an underlease to Brighter Places.	Open		Programme / Project Management	Property Service Manager	The transaction is subject to evidence of funding being provided by ALW/BP.	neutral	1	7	7	£0.5M - £1M	1	7	7	04.01.2022
3	<b>Terms of property legal agreements with ALW cannot be agreed, leading to both parties walking away.</b>	Unable to agree commercial details, both parties unwilling to compromise/or, ALW decide not to proceed for other reasons.	A new strategy for development of the site/delivery of the affordable homes would be required.	Open		Programme / Project Management	Property Service Manager	Heads of terms for the proposed transaction have been agreed.	neutral	1	7	7	Less than £50K	1	7	7	04.01.2022
												0				0	
												0				0	

# Equality Impact Assessment [version 2.9]



Title: Restructure of the lease of the Mill Youth Centre, Easton to enable the development of an indoor basketball court, affordable housing, and an extended gymnasium building.	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input checked="" type="checkbox"/> Other Property disposal	<input type="checkbox"/> New <input type="checkbox"/> Already exists / review <input checked="" type="checkbox"/> Changing
Directorate: Growth & Regeneration	Lead Officer name: Jay Ridsdale
Service Area: Housing Delivery	Lead Officer role: Senior Development Surveyor

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

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

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

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

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

We want to grant two new leases of the Council owned Mill Youth Centre (also known as the Bristol Boxing Gym) to the Empire Fighting Chance Club (EFC). EFC is a charity who integrate non-contact boxing with mentoring, education, therapy, and careers support for young people. The new leases will be granted to EFC at nil premium and nil rent to the Council. EFC already occupy the premises under a community lease from the Council which has approximately 18 years remaining. However, the new longer leases of 35 years for part and 999 years for part which are now proposed will enable the following outcomes.

- A new indoor basketball court facility to be developed for use by EFC. EFC also propose to offer free use of the indoor basketball court to the neighbouring Evergreen Primary School.
- An expansion to the existing gym building to provided extended accommodation for EFC.
- An affordable housing scheme of 38 new homes to be developed on the site by Sovereign Housing Association under the terms of a lease to be granted by EFC to Sovereign.
- A payment from Sovereign to EFC which will help EFC secure future funding security to continue its charitable purpose.

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

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

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

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

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

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

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

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

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

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

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

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

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
Lawrence Hill Statistical Ward Profile 2021	<p><b>Housing supply</b> There are significantly more than average numbers of flats in the area. Overcrowding is the highest of any ward in the city. The proportion of socially rented homes is higher than average (50.1%) compared to Bristol as a whole (20%).</p>
	<p><b>Premature Mortality</b> Premature mortality is higher in Lawrence Hill than any other ward in the city.</p>
	<p><b>Healthy Lifestyles</b> The % of people who say that they are in good health in Lawrence Hill is significantly worse than the Bristol average.</p>
Additional comments: New homes could help address overcrowding. Improved gym and basketball facilities could help increase healthy lifestyles and decrease premature mortality.	

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

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

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

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

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

There are gaps in available diversity data for some characteristics e.g. sexual orientation at a local level where this has not historically been included in statutory reporting.

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

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

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

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

EFC have submitted a planning application for the proposals which are the subject of public consultation.

## 2.5 How will engagement with stakeholders continue?

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

There will be a service agreement attached to the new gym lease which will specify the services which EFC are to provide from the premises. The service agreement will be subject to periodic reviews.

There will be nominations agreement with Sovereign Housing Association which will determine how the affordable homes are allocated.

## Step 3: Who might the proposal impact?

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



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

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

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

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many groups)	
We have not identified any potentially adverse impacts from this proposal which is limited in scope to the restructure of the lease. Any emerging equalities impacts highlighted through future consultation, or mitigations to minimise potential disruption during works will be subject to separate consideration as appropriate.	
<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	

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

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

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

The proposed affordable housing will provide additional low-cost housing for people in housing need and has potential to benefit people with characteristics who are more likely to face housing issues and homelessness.

The gym and basketball court operated by EFC will provide opportunities for indoor exercise which may benefit young people on low incomes who wouldn't otherwise be able to afford membership fees for similar facilities.

The charitable activities of EFC are aimed at helping young people through mentoring, education, therapy, and careers support.

## Step 4: Impact

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

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

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

<b>Summary of significant negative impacts and how they can be mitigated or justified:</b>
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No significant negative impacts identified.
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<b>Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:</b>
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The lease will promote equality of opportunity for protected characteristic groups by enabling affordable housing and improved services for local residents.
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### 4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale
Monitoring of service agreement for gym	John Bos	C. 5 yearly.

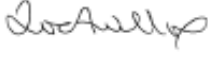
### 4.3 How will the impact of your proposal and actions be measured?

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

New affordable housing in Lawrence Hill. Relevant Housing / Community Quality of Life in Bristol Survey indicators by Ward and Equalities Groups.
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## Step 5: Review

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

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off:</b>  Zoe Willcox, Director, Development of Place
Date: 17/12/2021	Date: 10/02/2022

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

## Eco Impact Checklist

<b>Title of report: Disposal of land at Astry Close at less than best consideration for Community Led Housing</b>				
<b>Report author:</b> Jay Ridsdale				
<b>Anticipated date of key decision:</b> 3 March 2022				
<b>Summary of proposals:</b> The grant of a new 999-year lease of Council owned land at Astry Close in Lawrence Weston to Ambition Lawrence Weston to enable the community group to develop a community led housing scheme of 36 homes in partnership with Brighter Places.				
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	<p>The housing development is expected to generate short-term emissions using energy, transport fuel and materials during construction works.</p> <p>Once the homes are occupied there will be emissions from energy consumption, travel, generation of waste to landfill.</p>	<p>The Council is not the developer. The developer will need to comply with all planning requirements.</p> <p>Mechanical Ventilation with Heat Recovery systems are proposed providing controlled ventilation. Homes will also include individual air source heat pumps and photovoltaic roof mounted systems to generate on site renewable energy.</p>
Bristol's resilience to the effects of climate change?	Yes	+ve	The proposal will create homes that are more efficient and more resilient to extreme heat compared to the previous dwellings.	The proposed homes are specified to exceed Building Regulations requirements for thermal performance and air tightness.
Consumption of non-renewable resources?	Yes	-ive	Short-term use of fossil fuels and other non-renewable materials through the use of energy, vehicle fuel and	The development is proposed to exceed Building Regulations requirements.

			materials during construction works. In the long-term, there will be consumption of fossil fuels for heating and power, and also for travel to and from the site.	New dwellings will benefit from proximity to local services, reducing the need to make single occupancy car journeys.  Heating systems will be installed according to the heat hierarchy policy.
Production, recycling or disposal of waste	Yes	-ive	Waste will arise from construction works.  Waste will arise from the normal occupation of the homes.	Construction contractors will be obliged to a prepare site waste management plan in an approved format, which will detail how waste will be minimised, and reuse and recycling promoted.  It is anticipated that homes will be designed to provide adequate off footpath recycling facilities, waste management storage and access for pick up by council contractors.
The appearance of the city?	Yes	+ive	The site is vacant and cleared having previously been developed for PRC Housing which has since been demolished. The vacant site attracts frequent fly tipping.	The new development will significantly improve the appearance of the local area.
Pollution to land, water, or air?	Yes	-ive	Construction works will involve the use and storage of materials that could contaminate land, watercourses and surface water drains, if accidentally released.	Planning Consents will be expected to require the use of a Construction Management Plan, to be approved by the planning authority. This plan should mitigate for all of the issues noted in relation to construction activity and the

			<p>Works are likely to create dust and noise.</p> <p>The housing developments is located on a previously developed site; the proposals will address the treatment of any residual contamination.</p> <p>New dwellings will impact upon traffic flows and noise levels in the surrounding area.</p> <p>Any increases in traffic resultant from the dwellings will impact on local air quality.</p>	<p>production of pollution.</p> <p>Ground Investigations to determine presence of contamination will be undertaken and remediation proposals developed if required</p> <p>It is anticipated that the housing development will include dedicated cycling parking stores located within the curtilage of all houses and flats.</p> <p>It is anticipated that the housing development will include electric vehicle charging infrastructure.</p>
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Wildlife and habitats?	Yes	-ive	Development and densification expected to lead to the loss of open space (grass verges).	Development sites will be subject to ecological impact assessments prior to development. Appropriate avoidance/mitigation measures will be considered and implemented on a site-by-site basis.
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**Consulted with:** Daniel Shelton

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

The significant environmental impacts of this proposal will include emissions, waste, material consumption, travel and loss of habitat associated with construction, as well as the potential to pollute. Energy, water and travel will result from occupation.

The overall impact of construction works, and operating buildings is likely to involve some environmental harm, but with all reasonable measures put in place to reduce the

likelihood or mitigate this.

The proposed homes are specified to exceed Building Regulations requirements.

**Checklist completed by:**

Name:	Jay Ridsdale
Dept.:	Growth & Regeneration
Extension:	06/02/2022
Date:	
Verified by Environmental Performance Team	Daniel Shelton 06/01/22

# Decision Pathway Report

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**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 03 March 2022

<b>TITLE</b>	<b>Domestic Energy Upgrade of Low Income Homes</b>		
<b>Ward(s)</b>	Citywide		
<b>Author:</b> Hannah Spungin	<b>Job title:</b> Programme Manager Energy Service		
<b>Cabinet lead:</b> Cllr Nicola Beech, Cabinet Member Climate, Ecology, Energy and Waste	<b>Executive Director lead:</b> Stephen Peacock, Executive Director Growth and Regeneration		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>			
<p><b>This report sets out actions to deliver key commitments within the One City Climate Strategy to:</b></p> <ol style="list-style-type: none"> <li>1. Decarbonise heat with the and the city</li> <li>2. Use grant funding to make capital investments in buildings to reduce their energy demand</li> </ol> <p><b>Cabinet is asked to</b></p> <ol style="list-style-type: none"> <li>1. Accept UK Government grant funding applied for and permission to apply for further funding under the Sustainable Warmth Scheme</li> </ol>			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. Bristol City Council declared a Climate Emergency in November 2018 and the Mayor published his initial Action Plan in July 2019, including a commitment for Bristol City Council to be carbon neutral for its direct emissions by 2025.</li> <li>2. Bristol City Council developed and endorsed the One City Climate Strategy February 2020 committing to decarbonisation actions within its own estate and the city.</li> <li>3. Bristol City Council approved its Climate &amp; Ecological Emergency Programme on 3<sup>rd</sup> November 2020 to help implement the strategy, including a key objective of the council leading the city by example.</li> <li>4. 13.8% of homes in Bristol are in fuel poverty, that represents 27,615 households in the city (LILEE Sub-regional data 2019).</li> </ol> <p><b>Private Homes</b></p> <ol style="list-style-type: none"> <li>5. In February 2021 the council was awarded £2.6million in grant funding to deliver energy efficiency improvements to homes under the Green Homes Grant Local Authority Delivery (LAD). BEIS subsequently increased funding for this scheme by £0.756m which was noted in the October 2021 Finance report to Cabinet.</li> <li>6. The Sustainable Warmth Competition is a new round of the Green Homes Grant LAD funding and Homes Upgrade Grant (HUG) awarded by central government for energy upgrades and improvements to private households with poor energy efficiency and low incomes.</li> <li>7. Bristol City Council submitted a consortium bid in August 2021 under delegated authority from Cabinet paper "Delivery of Energy Efficiency and renewable energy measures to reduce fuel poverty, household expenditure and carbon emissions" (Link below). The consortium was with North Somerset, and Bath and North East Somerset (B&amp;NES) and the total bid was for £12.9 million. The bid is an 100% grant funded</li> </ol>			



programme to support households with energy efficiency measures and low carbon heating.

8. In January 2022 BEIS has come back to Bristol and offered a reduced amount of funding to the sum of £3.64 million for the proportion of the bid that was for the Home Upgrade Grants (HUG). Specifically focused on the improvement of electrically heated homes on low incomes with poor energy efficiency ratings.
9. The revised proposal would see £3 million being delivered in measures across the region and £1 million being invested in Bristol directly supporting the upgrade of 50 plus homes.
10. If agreed by BEIS the funding will be transferred in April 2022.
11. The funding will be subject to a Memorandum of Understanding (MOU) with BEIS which will agree the terms of the spending and the return of any unspent grant at the end of the programme.

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

##### **That Cabinet:**

1. Authorise the Executive Director for Growth and Regeneration, in consultation with the Cabinet Member for Climate, Ecology, Energy and Waste and the s151 Officer, to (if successful), enter into a grant agreement to accept and spend £3,640,592 Sustainable Warmth Grant (HUG 1) awarded by central government to Bristol City Council to deliver energy efficiency and renewable measures to low-income private households with poor energy efficiency ratings.
2. Authorise the Executive Director for Growth and Regeneration, in consultation with the Cabinet Member for Climate, Ecology, Energy and Waste and the s151 Officer, to bid for, enter into a grant agreement to accept, and spend any additional funding or extensions offered on the Sustainable Warmth Scheme up to the value of £6 million, provided that the grant conditions remain the same.
3. Authorise the Executive Director for Growth and Regeneration, in consultation with the Cabinet Member for Climate, Ecology, Energy and Waste to procure and award the contract(s) (which may be over £500k) necessary for the implementation of Sustainable Warmth Grant and Green Homes Grant Phase 1b extension, in line with the procurement routes and maximum budget envelopes outlined in this report, noting the associated Legal commentaries.
4. Authorise the Executive Director for Growth and Regeneration to invoke any subsequent extensions/variations specifically defined in the contract(s) being awarded, up to the maximum budget envelope outlined in this report.

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

1. Contribution to running Bristol on clean energy
2. Tackle fuel poverty by increasing low-income household's energy efficiency rating while reducing their energy bills
3. Deliver cost effective carbon savings and progress Bristol towards its target for net zero by 2030.

##### **City Benefits:**

1. Reduce the council's and city's carbon footprint contributing to sustainability
2. Support economic resilience and a green recovery in response to the economic impacts of Covid-19
3. Use learnings from the delivery experience to inform the development and design of further energy efficiency and heat schemes
4. Support local supply chain growth and job creation in the energy sector
5. Facilitate actions by city partners and citizens to reduce their carbon footprints
6. Deliver external funding for investment in the City.

##### **Consultation Details:**

1. Sustainable City and Climate Change Service Manager

2. Head of Service City Leap

**Background Documents:**

[The Mayor's Climate Emergency Action Plan](#)

[The One City Climate Strategy](#)

[The Climate & Ecological Emergency Programme](#)

[Apply for the Sustainable Warmth competition - GOV.UK \(www.gov.uk\)](#) funding to improve the energy efficiency of low income, low energy efficiency homes.

Fuel Poverty Sub-regional data:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/981910/2021-sub-regional-fuel-poverty-tables.xlsx](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/981910/2021-sub-regional-fuel-poverty-tables.xlsx)

[Delivery of Energy Efficiency and renewable energy measures to reduce fuel poverty, household expenditure and carbon emissions](#)

<b>Revenue Cost</b>	Sustainable Warmth Grant ancillaries £0.546m. Bristol £0.4m.	<b>Source of Revenue Funding</b>	100% Grant funded
<b>Capital Cost</b>	Sustainable Warmth Grant overall bid £3.641m. Bristol £0.850m.	<b>Source of Capital Funding</b>	100% Grant funded
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input checked="" type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:**

**Overview**

- The report is seeking approval to accept the consortium grant funding offered of £3.641m for Sustainable Warmth Grant (HUG 1), to deliver energy efficiency and renewable measures to low-income private households with poor energy efficiency ratings. The 100% grant funding will give Bristol an allocation of £0.850m plus overheads, to help 51 Bristol households.
- It also seeks delegated authority to bid for and accept any additional funding or extensions offered on the Sustainable Warmth Scheme up to the value of £6m, provided that the terms and condition of the grant are the same.
- Where Public Sector Decarbonisation Scheme (PSDS) grants need to be applied for, and submitted using the exceptional approvals process, any successful award must be returned via the Decision Pathway process and Cabinet for approval to spend the funds at which point a clear delivery plan should also be outlined.
- The table outlines the high-level bid overview of the grant across the 3 OLA's:

**Sustainable Warmth Grant (HUG 1) Award**

January 2022 - Bid Overview

	No. of Homes	£'000
Bristol	51	850
North Somerset	79	1,242
B&NES	52	1,003
	<b>182</b>	<b>3,095</b>
Ancillaries (15%)	0	546
<b>Total Grant Awarded</b>	<b>182</b>	<b>3,641</b>

5. The following key risks and mitigations have been identified for consideration and addressing, before and during the project life cycle. To assist with mitigating some of these risks, the project has been assigned an account manager in BEIS, so should any risks arise, they can assist to ensure planned work can still be delivered.

**Risks**

1. Time – The current deadline for using the grant is March 2023. This risk is mitigated by the following: A marketing campaign will run alongside the existing delivery to build a pipeline of qualifying installations, the individual installs are small scale, and the volume of installs can be flexed depending on the time available – the grant is not repayable if the full project scope is not delivered. BEIS have also indicated that if there is funding unclaimed and there are potential projects then BCC might be able to negotiate an extension. Although recommendation five, is to arrange to pay back any unspent grant awards if no agreement can be reached with BEIS at the end of the grant funding window.
2. Costs – BEIS state their expectation that costs should be within a pre-agreed average. To mitigate this risk BCC will receive quotes for work, and will reject quotes that are above this threshold, after considering estimates for contingency. BEIS have not stipulated that there is clawback if costs are greater than the average, however, this will need to be reviewed in the final grant offer letter.
3. Price increases - Risk of price increase due to COVID, Brexit and limited supplies has been factored into the average installation cost and contingency allowance.
4. Non-compliance of North Somerset and B&NES with cost/timeline requirements - The bid is a consortium bid, and BCC are jointly reliant on NS and B&NES for their delivery. BCC does not have control over the Other Local Authorities (OLA) delivery. This is mitigated by BCC pursuing an MOU with these OLA's that reflects terms with BEIS. Their section 151 officers are equally asked to provide the approval.
5. Ongoing revenue costs - There are no on-going revenue costs from installation. All warranty costs will be borne by the installation supplier, and repairs and maintenance will be borne by the homeowner. This will be reflected in the terms agreed with the supplier and homeowner respectively. There is therefore no requirement to consider impact to future revenue budgets.

**Finance recommends:**

1. Accepting the 100% Government grant funding of £3.641m applied for, if bid is successful.
2. Bid for and accept any additional funding or extensions offered on the Sustainable Warmth Scheme up to the value of £6m, provided that the terms and condition of the grant are the same.
3. Risks and mitigations are monitored regularly, identified, and resolved quickly and practically, as part of project management requirements.

**Finance Business Partner:** Kayode Olagundoye, Finance Business Partner, Growth and Regeneration – 3<sup>rd</sup> February 2022

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

**Legal Team Leader:** Husinara Jones, Team Leader, 21 January 2022

**3. Implications on IT:** No anticipated impact on IT/Digital Services

**IT Team Leader:** Gavin Arbuckle Head of Service Improvements and Performance 28<sup>th</sup> January 2022

**4. HR Advice:** There are no direct HR implications associated with this paper

**HR Partner:** Celia Williams – HR Business Partner G&R – 31<sup>st</sup> January 2022

<b>EDM Sign-off</b>	Stephen Peacock, Executive Director Growth and Regeneration	<b>27<sup>th</sup> January 2022</b>
<b>Cabinet Member sign-off</b>	Cllr Nicola Beech	<b>24<sup>th</sup> January 2022</b>

	Cabinet Member for Climate, Ecology, Energy and Waste	
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	<b>31<sup>st</sup> January 2022</b>

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

# Equality Impact Assessment [version 2.9]



Title: Sustainable Warmth Programme	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input checked="" type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input checked="" type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Growth and Regeneration	Lead Officer name: Hannah Spungin
Service Area: Energy	Lead Officer role: Programme Manager

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

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

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

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

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

<p>The Sustainable Warmth program is a grant funded program installing energy efficiency measures and improvements to homes on low incomes with low energy efficiency ratings. We expect the funding made available to result in the following outcomes:</p> <ul style="list-style-type: none"> <li>• Tackle fuel poverty by increasing low-income homes’ energy efficiency rating and reducing their energy bills – a key principle of the Fuel Poverty Strategy 2021.</li> <li>• Deliver cost effective carbon savings to carbon budgets and progress towards BCC’s UK’s target for net zero by 2030</li> <li>• Support clean growth and ensure homes are thermally comfortable, efficient, and well adapted to climate change.</li> <li>• Support economic resilience and a green recovery in response to the economic impacts of Covid-19, supporting thousands of jobs.</li> </ul>
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### 1.2 Who will the proposal have the potential to affect?

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

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

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

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

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

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

## Step 2: What information do we have?

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

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

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

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

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

Data / Evidence Source [Include a reference where known]	Summary of what this tells us	
JSNA Chapter on Fuel Poverty in Bristol	This gives us a picture of Fuel Poverty in Bristol. The people it affects and the impacts it has	
EPC Data on the Energy Performance of domestic properties.	EPC data is useful in determining areas to target for the scheme by identifying areas with homes with poor energy efficiency that could likely benefit from the support of this scheme.	
<a href="#">Quality of Life 2020-21 – Open Data Bristol</a>	Quality of Life Indicator	% satisfied with the cost of heating their home
	<b>Characteristic</b>	<b>% Percentage</b>
	16 to 24 years	34.4
	50 years and older	55.8
	65 years and older	60.2
	Female	53.3
	Male	50.4
	Disabled	46.6
	Black Asian & Minority Ethnic	41.3
	White Minority Ethnic	40.0
	White British	55.0

Asian/Asian British	40.9
Black/Black British	32.1
Mixed Ethnicity	43.0
White	53.2
Lesbian Gay or Bisexual	48.4
No Religion or Faith	51.6
Christian Religion	54.8
Other Religions	37.5
Carer	46.4
Full Time Carer	37.3
Part Time Carer	49.2
Single Parent	45.6
Two Parent	50.4
Parent (all)	49.8
No Qualifications	54.0
Non-Degree Qualified	48.1
Degree Qualified	52.6
Rented (Council)	40.3
Rented (HA)	57.5
Rented (Private)	39.9
Owner Occupier	55.4
Most Deprived 10%	49.2
<b>Bristol Average</b>	<b>51.6</b>

*Source: Quality of Life in Bristol 2020-21*

**Additional comments:**

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

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

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

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

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

Whilst there is comprehensive diversity monitoring for some evidence sources e.g. Quality of Life survey there are gaps in our data for some protected characteristics that historically have not been included in census and statutory reporting, such as sexual orientation. There are gaps in the link between the EPC data and any protected characteristics.

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

You will nearly always need to involve and consult with internal and external stakeholders during your assessment. The extent of the engagement will depend on the nature of the proposal or change. This should usually include individuals and groups representing different relevant protected characteristics. Please include details of any

completed engagement and consultation and how representative this had been of Bristol’s diverse communities. See <https://www.bristol.gov.uk/people-communities/equalities-groups>.

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

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

We will be working with community groups that support/work with people with particular protected characteristics to promote the scheme and the overall support available for energy efficiency measures. We will promote the project to the community hubs that are involved with the We Are Bristol helpline and supporting vulnerable households across the city. We will promote the service through third sector organisations that we have close links with such as We Care, CSE and talking money as well as to our own internal teams who work with people who are more likely to be in Fuel Poverty.

## 2.5 How will engagement with stakeholders continue?

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

The successful delivery of this scheme relies on us accessing some of citizens in Bristol from protected characteristic groups who have not historically engaged with similar schemes to the same extent. It is therefore essential that we engage with relevant stakeholders around the design and delivery of the scheme. We are currently in the process of recruiting a dedicated resource to work solely on engagement and ensuring we are accessing those most in need.

## Step 3: Who might the proposal impact?

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

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

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

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

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many groups)	
We have not identified any significant adverse impacts on people based on their protected characteristic at this stage. However we are aware of existing disparities which we will aim to address where possible through inclusive and accessible design, communication and delivery of the Sustainable Warmth programme.	
<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	As Older people below - younger families may spend longer in their home, or be put of from building works because disruption
Mitigations:	See general comments above
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	- Poorer older people generally spend longer in their home than the “average” householder.



	<ul style="list-style-type: none"> <li>- The vast majority of households have little or very basic understanding about how to control or adjust their heating systems.</li> <li>- Most households do not like the disturbance of building works, in general older people often put off work because of the disturbance factor</li> <li>- Many older and disabled people are put off the government's energy efficiency programmes because of their complexity and fear of taking on debt<sup>1</sup>.</li> </ul>
Mitigations:	See general comments above
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> <li>- Many households that contain people with a physical disability generally spend longer in their home than the nondisabled households and require higher levels of heat.</li> <li>- Economic activity levels are much lower for the disabled people in Bristol than for nondisabled people. Three quarters (75.4%) of disabled people aged 16 and over are economically inactive compared to a quarter (24.9%) of those not disabled.</li> <li>- The vast majority of households have little or very basic understanding about how to control or adjust their heating systems. This is particularly compounded in households where the householder is physically disabled.</li> <li>- Households with mental health disability, especially where the householder has a mental health disability have significant compounded and multiple issues leading to these homes paying the highest fuel costs and not accessing support or utilising their heating systems efficiently resulting in them being the coldest homes in the city.</li> <li>- Many older and disabled people are put off the government's energy efficiency programmes because of their complexity and fear of taking on debt.</li> <li>- Most households do not like the disturbance of building works, in general households with a physical disability have a greater requirement to minimise disturbance and greater occupants needs than the "average" household.</li> </ul>
Mitigations:	
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> <li>- A number of LGB households value their home as a "safe space" and are extremely reticent about granting access<sup>2</sup>.</li> </ul>
Mitigations:	
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> <li>- Households having their first child often experience a utility shock, due to the unexpected increase in utility (heat, power, water) than before, which can lead to budgeting issues.</li> <li>- The likely disturbance of building works should be considered.</li> </ul>
Mitigations:	
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

<sup>1</sup> Sources: Department of Energy & Climate Change (2012) Annual Report on Fuel Poverty; National Energy Action (2012) Focus groups of older people, families and households with disabilities and long-term health conditions

<sup>2</sup> Source: [http://www.shu.ac.uk/\\_assets/pdf/ceirLGBIcomcurrntsexecutive-summaryNov2012.pdf](http://www.shu.ac.uk/_assets/pdf/ceirLGBIcomcurrntsexecutive-summaryNov2012.pdf)

Potential impacts:	<ul style="list-style-type: none"> <li>- The vast majority of households have little or very basic understanding about how to control or adjust their heating systems. This is particularly compounded in some Black, Asian and minority ethnic households where there can be a language or cultural barrier to the householder understanding their heating system. For example, 5.1% of households in Bristol did not have anyone living in them who had English as a main language.</li> <li>- Some BME households have cultural and /or language issues leading to these homes paying the highest fuel costs and not accessing support.</li> <li>- Most households do not like the disturbance of building works, in some Black, Asian and minority ethnic household communities this is compounded by language barriers<sup>3</sup>.</li> <li>- Many Black, Asian and Minority Ethnic households live in the most poor-quality housing that costs more to heat than the “average” home.</li> </ul>
Mitigations:	See general comments above
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	There will be a disproportionately high impact on people living in deprivation because the programme aims to address the needs of people living in fuel poverty
Mitigations:	
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	The Gypsy & Traveller community are particularly challenged in terms of access to fuel at reasonable cost as compared to other households. Compounded by the community living in the most inefficient homes within the UK.
Mitigations:	See general comments above

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

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

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

<sup>3</sup> Sources: - Kensington & Chelsea Community Enterprises CIC (2012) Switching household energy tariffs – an action research study - Centre for Sustainable Energy (2005) Developing effective energy advice for BME Communities, <http://www.cse.org.uk/pdf/pub1042.pdf> - Damon Gibbons & Rosanna Singler (2008) Cold Comfort: A review of coping strategies employed by households in fuel poverty - Equality & Human Rights Commission (2009) Race discrimination in the construction industry

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

This proposal will support those in Fuel Poverty. It is known from our JSNA chapter that those whose health is at highest risk from the harmful effects of living in a cold home include:

- older adults
- young children
- households with someone who is disabled or has a long-term limiting illness
- respiratory or circulatory disease
- mental health problems

Therefore, this proposal is most likely to support the individuals outlined above in a positive way. By supporting the improvements and living conditions of people with the above protected characteristics it can reduce the harmful effects of living in a cold home and increase quality of life. It can reduce household bills and increase school attainment. (evidenced in JSNA). This in turn would lead to minimising disadvantages suffered by people due to their protected characteristics.

## Step 4: Impact

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

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

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

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

No significant negative impact however there are existing disparities for equalities groups.

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

The nature of the grant funding means that people with protected characteristics will be supported by this bid and therefore minimising disadvantages suffered by people due to their protected characteristics.

The report highlights the need to connect with community groups and organisations to maximise the promotion of the scheme and ensure we access those more in need in the poorest efficiency homes.

### 4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale
Recruit within the grant an officer to co-ordinate links with communities and organisation internally and externally	Hannah Spungin	31/03/2022

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

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

- Achieving the number of homes.
- Improving links with local organisations
- Improving referrals from target groups.

## Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek feedback and review from the Equality and Inclusion Team before requesting sign off from your Director<sup>4</sup>.

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off:</b>  Acting Director Management of Place
Date: 13/9/2021	Date: 11/02/2022 EQIA updated since Nov21 signing

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<sup>4</sup> Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.

## Eco Impact Checklist

<b>Title of report: Carbon Reduction Projects</b>				
<b>Report author: Steve Ransom</b>				
<b>Anticipated date of key decision March 2022</b>				
<b>Summary of proposals: To apply for and spend grant monies to be used for carbon reduction measures in private homes via funding from Central Government. To install energy efficiency measures that will improve the SAP rating of homes.</b>				
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	+ve	Overall reduction on carbon emissions from Private households in Bristol.	n/a
		-ve	Although there will be embodied emissions in equipment and emissions associated with installation, the in-use carbon reduction will reduce emissions overall.	
Bristol's resilience to the effects of climate change?	Yes	+ve	Improve the efficiency of private households in Bristol	
Consumption of non-renewable resources?	Yes	+ve	Reduction in fossil fuel usage in private households as renewable energy systems will be installed under this scheme.	n/a
Production, recycling or disposal of waste	Yes	-ve	Retrofit works will inevitably lead to the production of recyclable and non-recyclable waste.	Installers will plan works to minimise waste and ensure that the waste hierarchy is followed.
The appearance of the city?	Yes	-ve or +ve	There may be concerns over the visual impact of the development of new renewable energy generation on homes that some of the measures are	Any new installations will need to adhere to local planning policy. Any visual impact will be considered by the installer, planning and the household.

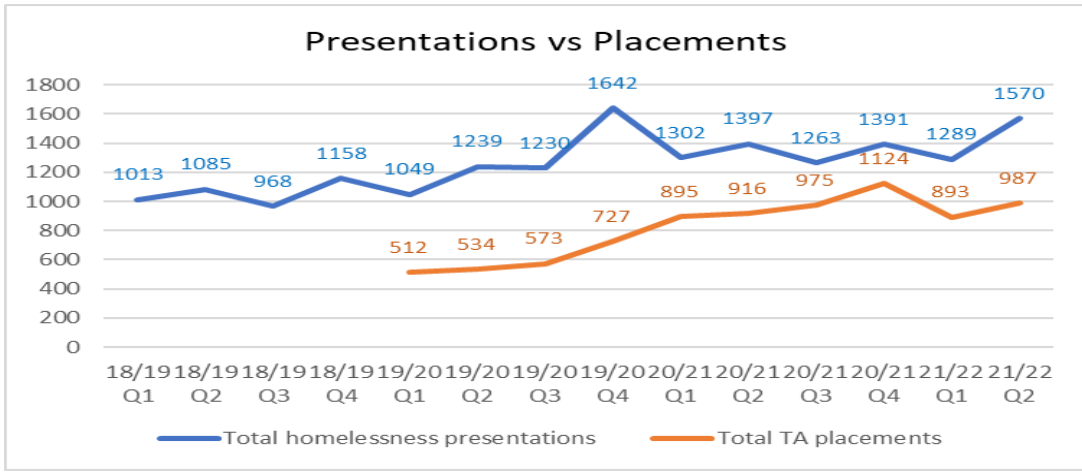
			designed to encourage.  Some people like the appearance of solar panels.	
Pollution to land, water, or air?	Yes	+ve	Reducing fossil fuel use will reduce associated pollution.	
Wildlife and habitats?	No			
<b>Consulted with:</b>				
<b>Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u></b>				
<p>The significant impacts of this proposal are to reduce the level of carbon emissions within the City and support the reduction of Fuel Poverty.</p> <p>The proposals includes any measure that will lead to an increased SAP rating of a domestic property and ultimately improve the EPC rating.</p> <p>The net effects of the proposals will be beneficial in reducing carbon emissions and in progressing the Climate Emergency Action Plan.</p>				
<b>Checklist completed by:</b>				
Name:		Hannah Spungin		
Dept.:		Energy Service		
Extension:				
Date:		16/02/22		
Verified by Environmental Performance Team		Daniel Shelton, Project Manager – Environmental Giles Liddell, Project Manager - Environmental		

# Decision Pathway – Report

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 03 March 2022

<b>TITLE</b>	Homelessness Prevention Grant 22/23																																															
<b>Ward(s)</b>	City wide																																															
<b>Author:</b> Paul Sylvester	<b>Job title:</b> Head of Housing Options																																															
<b>Cabinet lead:</b> Cllr Tom Renhard	<b>Executive Director lead:</b> Stephen Peacock																																															
<b>Proposal origin:</b> BCC Staff																																																
<b>Decision maker:</b> Cabinet Member																																																
<b>Decision forum:</b> Cabinet																																																
<b>Purpose of Report:</b>																																																
To approve the spend of Bristol’s Homelessness Prevention Grant 22/23 allocation of £2,968,228 (including £56,050 funding regarding the Domestic Abuse Act 2021)																																																
<b>Evidence Base:</b>																																																
<b>1. Homelessness in Bristol</b>																																																
<p>Bristol has experienced rising rates of homelessness. In the last 2 years we have seen a 25% increase in households approaching Bristol City Council because of homelessness related issues. The number of households in temporary accommodation (TA) is 40% higher than before the pandemic, creating a £2.3m financial pressure.</p>																																																
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<b>2. Homelessness Prevention Grant</b>																																																
<b>2.1 Background</b>																																																

The Homelessness Prevention Grant was created in 20/21 by combining two government grants, the Flexible Homelessness Support grant and the Homelessness Reduction (New Burdens) grant, both of which have been in place since 2017. The grant is automatically allocated to Local Authorities every year, no bidding is required.

The purpose of the Homelessness Prevention Grant is to give local authorities control and flexibility in managing homelessness pressures and supporting those who are at risk of homelessness.

Whilst the grant has been allocated on an annual basis, it is a key part of the government support to Local Authorities in tackling homelessness. The government is keen to maximise the benefits that a multi-year spending review period brings. In 2022 they plan to review the Homelessness Prevention Grant allocation methodology, with the aim of better aligning grant determinations to performance and delivery outcomes. They will consult on any proposals, and we have requested to be involved in this work.

**The Flexible Homelessness Support grant** was introduced on 1 April 2017. It replaced the Department for Work and Pensions' temporary accommodation management fee which provided local authorities with additional funding for TA based on a fixed rate per unit of TA. The funding is allocated according to a formula which reflects relative homeless pressures, while at the same time aiming to protect local authorities that have high levels of Temporary Accommodation.

**The Homelessness Reduction (New Burdens) grant** was created in 17/18. The grant aims to meet the new burdens costs associated with the additional duties contained within the Homelessness Reduction Act 2017, which came into force on 3/4/18.

Further information on how the grant is calculated can be found at [Homelessness Prevention Grant 2022 to 2023: technical note - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/103122/Homelessness_Prevention_Grant_2022_to_2023_technical_note.pdf)

## 2.2 Allocation for 22/23 and Government expectations

Aside from the additional £56,050 funding for new duties in the domestic abuse act, the 22/23 allocation of £2,912,288 is the same amount as the 21/22 allocation. All local authorities have received the same funding for 22/23 as in 21/22.

The additional £56,050 has been included to meet the new duties following the expansion of priority need to those who are homeless because of domestic abuse, which came into force in July 2021 following the introduction of the Domestic Abuse Act 2021.

Bristol continues to receive the fifth highest allocation of funding outside of London, after Birmingham, Manchester, Luton and Brighton.

The full list of awards can be found at [Homelessness Prevention Grant 2022 to 2023 allocations.ods \(live.com\)](https://www.bristol.gov.uk/media/2022/07/homelessness-prevention-grant-2022-to-2023-allocations-ods-live-com)

DLUCH expect local authorities to use it to deliver the following priorities:

- To fully comply with our duties under the Homelessness Reduction Act and thereby contribute to ending rough sleeping by increasing activity to prevent single homelessness.
- Reduce family temporary accommodation numbers through maximising family homelessness prevention.
- Eliminate the use of unsuitable bed and breakfast accommodation for families for longer than the statutory 6-week limit.

## 3. Planned expenditure

The prevention grant interventions align with services funded by BCC and through other grant funding like the rough sleeping initiative (RSI). The prevention grant is used to:

- Pay for additional resources to work with an increasing number of households that are homeless and to carry out the enhanced duties of the Homelessness Reduction Act 2017, with the aim of preventing homelessness and reducing TA.
- Pay for initiatives that increase access to affordable housing.
- Pay for alternative, higher quality and cost-effective supported housing.
- Directly cover some costs of TA (Housing Benefit subsidy loss).

### Prevention Grant 22/23 – high level

	Spend
--	-------



	£000's
<b>Contribution to Housing Benefit subsidy loss</b>	1,300.0
<b>Employee Costs</b>	1,073
<b>Accessing Private rented accommodation</b>	233.6
<b>Additional family supported housing - support costs</b>	142.0
<b>Call centre (Homelessness Prevention Team)</b>	113.4
<b>Real Lettings</b>	20.0
<b>Roof over my head contribution</b>	15.0
<b>Home finder (nationwide social housing letting service - annual fee)</b>	15.0
<b>Total cost</b>	2,912.3

### 3.1 Contribution to Housing Benefit subsidy loss

Housing Benefit subsidy loss has risen to over £6m p/a due to the increase of households in TA.

Whilst there are longer term plans to change the provision of TA using different models that don't attract the same level of subsidy loss, it is necessary to use £1.3m of grant to cover expenditure over budget.

### 3.2 Employee costs

Additional posts have been created over the last 5 years. All posts are on permanent contracts except for the Project Manager which is provided by the Project Management Office. There is a high turnover within these posts, which means that we can respond to any potential reduction in grant funding by holding vacancies.

Posts	FTE No.	Grade	Total cost	Inflated 21/22 2%	Inflated 22/23 2%
Various	25.5	BG9 – BG13	£1,031,329	£ 1,051,955	£1,072,994

### Activities

- Support clients in TA to improve move on and reduce the length of time in TA by removing barriers for example arrears and other debts
- Work with specific client groups - prison leavers, hospital discharge and early intervention on family exclusion
- Additional resource to manage the increase in homelessness presentations
- Co-ordinate an increase in supported housing placements, effective prioritisation of clients out of TA and rough sleeping
- Manage increase in Housing Register applications, effective prioritisation of urgent cases to avoid homelessness
- Provide welfare benefits and related housing/homelessness advice to people at risk of homelessness and the agencies working with them to prevent homelessness and/or enable move on to sustainable housing.
- Provide expert welfare benefits advice to people at risk of homelessness and the agencies working with them, including representation at social security tribunals and the delivery of a range of welfare benefits training packages for BCC staff and partner agencies.
- Increase the supply of affordable move on accommodation for single homeless clients
- Manage the Home Choice review through to implementation
- Respond to an increase in statutory reviews
- Ensure staff are fully equipped and trained in the requirements of the HRA and fully compliant with the legislation.

### 3.3 Accessing Private Rented accommodation

There isn't enough social housing to meet the needs of households that are homeless. The number of social housing lettings per

year has reduced by 50% in the last decade. The private rented sector accounts for over 30% of properties in Bristol. The market is very buoyant with only 1-2% of properties let at or below the Local Housing Allowance (LHA). Prevention grant funding is used to support households in moving into an affordable private rented tenancy. This can be through support with rent in advance or deposits or one-off incentive payments to private landlords to keep rents at the LHA and affordable. Any payments to landlords are made on the condition that:

- Landlord will issue a minimum of a 12-month Assured Shorthold Tenancy
- The tenancy is affordable and sustainable
- Confirmation that the property is in good condition
- The landlord is a 'fit and proper person'. Checks are made with the Private Housing Service

### **3.4 Additional family supported housing - support costs**

Family supported housing managed by Registered Providers attracts no Housing Benefit subsidy loss. The only costs to BCC are those of commissioning support. Support costs are approximately £3k per unit per year, compared to the average net family TA cost of £10k per year.

£142k p/a of prevention grant pays for support to 51 units of accommodation. This was approved at Cabinet on 5/2/19.

Further to this Cabinet approved, on 2/11/21, the addition of up to a further 100 properties to the Family Supported Accommodation Framework. The funding for the support will come from the Prevention grant on a spend to save basis, reducing the subsidy loss.

### **3.5 Call centre (Homelessness Prevention Team)**

The Customer Service Centre has handled homelessness related telephone enquiries since November 2019. The charge pays for 3FTE Customer Advisors and part of a Team Leader. The move has improved our call handling response and customer experience as well as freeing up Housing Advisor time to focus on homelessness prevention.

### **3.6 Real Lettings**

In 2015 Bristol City Council entered a property acquisition scheme with Resonance, a social investor. We now have nomination rights to 99 properties (held by the fund) at LHA, which are managed by local organisation Delivering Health and Independence (DHI). The properties are medium term move on accommodation and DHI provide support to move on to other private rented accommodation, as well as housing management.

Part of the agreement was that BCC would pay a £2,750 placement fee for every successful nomination. This is the only cost to BCC and is far cheaper than a TA placement.

### **3.7 Roof over my head contribution**

Roof over my head is a tenancy preparedness course for clients who are homeless, many in TA. It provides clients with the knowledge and skills needed to manage and sustain a tenancy. Approximately 200 learners a year complete the course. The course is managed and co-ordinated by colleagues in employment and skills who make good use of drawing down government funding to support course delivery. The £15k contribution from Housing Options helps to bridge the gap between the costs of the course and available government funding.

### **3.8 Home finder (nationwide social housing letting service - annual license fee)**

Home finder is an on-line service that matches clients to low demand social housing in other parts of England, Wales and Scotland. Through this scheme we move approximately 8 households a year, which represents a saving compared to a placement in TA.

## **4. Domestic abuse new duties funding**

Bristol have always taken a progressive approach to supporting clients who are homeless due to domestic abuse, agreeing priority need before legislation made it a legal requirement.

This funding, £56,050 per annum, will contribute 17% of the overall cost of our Respite Rooms provision. This service offers emergency accommodation and support for women who need more specialised, trauma and gender informed support than is available in our alternative homelessness pathway and for whom other refuge provision may not be appropriate.

**Cabinet Member / Officer Recommendations:**

That the decision maker:

1. Notes the Homelessness Prevention grant allocation 22/23 to the Council of £2,968,228 (including £56,050 funding regarding the Domestic Abuse Act 2021).
2. Authorises the Executive Director – Growth and Regeneration, in consultation with the Cabinet Member for Housing Delivery and Homes to spend the funding as outlined in the report, including procuring and awarding contracts (which may be over £500k) in line with the procurement routes and maximum budget envelopes set out in this report and noting the associated Legal commentary.
3. Authorises the Executive Director – Growth and Regeneration to invoke any subsequent extensions/variations specifically defined in the contract(s) being awarded, up to the maximum budget envelope outlined in this report.

**Corporate Strategy alignment:**

This proposal aligns directly with the Corporate Strategy priority to reduce and prevent homelessness and reduce the number of households in Temporary Accommodation

**City Benefits:**

Stable housing is intrinsically tied to how well people can focus on other needs or difficulties in their lives and participate within their communities. This proposal will have a positive impact on both the households who are supported and the communities they live in.

**Consultation Details:** N/A

**Background Documents:** N/A

<b>Revenue Cost</b>	£	<b>Source of Revenue Funding</b>	DLUHC Prevention grant
<b>Capital Cost</b>	£0	<b>Source of Capital Funding</b>	N/A
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:** This paper sets out overall the plan to use the Homelessness Prevention grant allocation 22/23. The grant will be used to support and manage homelessness pressures and those who are at risk of homelessness.

The Homelessness Prevention grant for 22/23 is £2.9m the same level as 21/22. The use of Homelessness Prevention grant is set in the body of the report (section 3), 45% of which is being proposed to fund subsidy loss.

This is the budget estimate, and any changes will be reported through monthly budget monitoring process.

**Finance Business Partner:** Aisha Bapu 17<sup>th</sup> January 2022

**2. Legal Advice:** The avenues outlined in the report for expenditure of this grant funding are all either compliant with the Public Contracts Regulations 2015 (contracts) or are permitted under the subsidy control regime (grants). Ongoing legal support will be provided, as required, in relation to the expenditure of this grant.

**Legal Team Leader:** Husinara Jones, 14 January 2022

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

**IT Team Leader:** Gavin Arbuckle – Head of Service Improvement and Performance 3<sup>rd</sup> February 2022

**4. HR Advice:** The Prevention Grant funds a dedicated team to work with households that are homeless, and to carry out the

enhanced duties of the Homelessness Reduction Act. There is high turnover in these posts, and the recruitment difficulties were more acute when the posts were advertised as 12-month fixed term contracts. The posts are filled on permanent employment contracts, given the longevity of the programme and the entitlement in law for employees on fixed term contracts not to be treated less favourably. Should the grant allocation be reduced in the future there would be a potential impact on posts in the team, in which case the council would be liable for the cost of any redundancy payments. Due to the high turnover of staff in these roles the service has the flexibility to hold vacancies if 23/24 grant allocation is lower than this it is for this year.

**HR Partner:** Celia Williams 4<sup>th</sup> February 2022

<b>EDM Sign-off</b>	Stephen Peacock, Executive Director Growth and Regeneration	<b>18<sup>th</sup> January 2022</b>
<b>Cabinet Member sign-off</b>	Cllr Tom Renhard, Cabinet member for Housing Delivery and Homes	<b>17<sup>th</sup> January 2022</b>
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	<b>31<sup>st</sup> January 2022</b>

<b>Appendix A – Further essential background / detail on the proposal</b>	<b>NO</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>YES</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b> _ There are no environmental impacts linked to this report and as such a full Eco IA is not required. There may be effects with the increase in family supported accommodation, this was approved at Cabinet on 2/11/21 and will have an Eco IA linked to it. Nicola Hares Environmental Project Manager 4 <sup>th</sup> February 2022	<b>NO</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>No</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>

# Homelessness Prevention Grant 2022/23

## Negative Risks that offer a threat to the grant and its aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			
										Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date
HPG 22 - 001	Rough sleeping increases from 21/22 benchmark	Increase flow on to the streets due to economy and lack of affordable accommodation	Negative impact on clients due to rough sleeping/street lifestyle. Increased pressure on Homeless Prevention Services, Temporary Accommodation (TA). Increased pressure on wider emergency /street services (eg A&E, police, ASB team). Impact on local businesses.	Open	Empowering and Caring	Communities/Social/Financial	Paul Sylvester	Maximise prevention activities using Homelessness Prevention Grant funded resources. Work with DLUCH advisors to put in Comprehensive bid to reduce rough sleeping (Rough Sleeping Initiative)		2	5	10		2	5	10	Mar-22
HPG 22 - 002	Number of families in Temporary Accommodation increase	Increase in homelessness presentations and lack of affordable accommodation	More families competing for limited affordable accommodation leading to longer stays in Temporary Accommodation	Open	Empowering and Caring	Communities/Social/Financial	Paul Sylvester	Homelessness Prevention Grant initiatives are focussed on preventing homelessness and increasing access to affordable private rented accommodation	↔	2	5	10		2	5	10	Mar-22
HPG 22 - 003	Family placements in bed and breakfast accommodation are longer than the statutory 6-week limit.	Suitable self contained Temporary Accommodation or supported accommodation not available	Families spend longer in unsuitable accommodation. Reputational impact in not meeting key DLUCH KPI	Open	Empowering and Caring	Reputational	Paul Sylvester	Close monitoring of family TA placements and targetted move on. Avoid placements in B&B where ever possible	↔	1	4	4		1	4	4	Jan-22
HPG 22 - 004	Temporary Accommodation expenditure increases	Increase in homelessness presentations and lack of affordable accommodation	Expenditure on TA is higher than budget putting pressure on other grant funded services	Open	Empowering and Caring	Financial	Paul Sylvester	Homelessness Prevention Grant initiatives are focussed on preventing homelessness and increasing access to affordable private rented accommodation. There is a linked project with the aim of introducing more cost effective Temporary Accommodation.	↔	2	5	10		2	5	10	Jan-22

# Equality Impact Assessment [version 2.9]



Title: Homelessness Prevention Grant 22/23	
<input type="checkbox"/> Policy <input checked="" type="checkbox"/> Strategy <input type="checkbox"/> Function <input checked="" type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Growth and Regeneration	Lead Officer name: Paul Sylvester
Service Area: Housing Options	Lead Officer role: Head of Housing Options

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

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

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

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

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

Bristol has experienced rising rates of homelessness. In the last 2 years we have seen a 25% increase in households approaching Bristol City Council because of homelessness related issues. The number of households in temporary accommodation (TA) is 40% higher than before the pandemic, creating a £2.3m financial pressure.

The purpose of the Homelessness Prevention Grant is to give local authorities control and flexibility in managing homelessness pressures and supporting those who are at risk of homelessness.

Whilst the grant has been allocated on an annual basis, it is a key part of the government support to Local Authorities in tackling homelessness.

The grant is used for a range of initiatives that:

- Pay for additional resources to work with an increasing number of households that are homeless and to carry out the enhanced duties of the Homelessness Reduction Act 2017, with the aim of preventing homelessness and reducing Temporary Accommodation.
- Pay for initiatives that increase access to affordable housing.
- Pay for alternative, higher quality and cost-effective supported housing.
- Directly cover some costs of Temporary Accommodation (Housing Benefit subsidy loss).

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

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

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

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

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

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

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

## Step 2: What information do we have?

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

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

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

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

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

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
Housing Support Register	Case specific database for at risk and vulnerable citywide Homelessness prevention placements
Abritas	Case specific database for citywide Homelessness Prevention Service to capture those assessed under the Homelessness Reduction Act - linked to gov.uk H-CLIC
Joint Strategic Needs Assessment	Citywide quarterly data, population, housing, health
National Statistics (Department of Levelling up Housing & Communities)	National Homelessness Data from quarterly returns by local government through H-CLIC returns
Homelessness Trends	Quarterly report on citywide homeless trends
Rough Sleeping snapshot	Citywide monthly and annual street count reported to gov.uk
<b>Additional comments:</b> Statutory homeless <a href="#">statistics</a> capture data on everyone who has been assessed under the Homelessness Reduction Act. This is easily one of the best sources of homelessness statistics in the world.	

The latest national statistics (2020-21) indicate that homelessness has disproportionately affected certain communities, with single households, young people, and people of colour (especially Black/Black British people) who have seen the greatest increases.

National statistics show 84.9% of the overall population is White British, compared to 69.6% of people experiencing or at risk of homelessness. Black/Black British is the most overrepresented ethnic group comprising 9.7% of those owed a homelessness duty. In Bristol these national figures are broadly replicated with 16% of the population who are Black, Asian and minority ethnicity, compared to 30-40% of homeless acceptances between 2012 and 2018.

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

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

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

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

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

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

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

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

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

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

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

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

The [Homelessness & Rough Sleeping Strategy 2019-24](#), which was informed by a full public consultation with external stakeholders and service users etc., underwrites the provision of statutory homelessness prevention services in the city. This strategy applies multi-agency governance that includes stakeholders and those with lived experience of homelessness.



## 2.5 How will engagement with stakeholders continue?

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

N/A

## Step 3: Who might the proposal impact?

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

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

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

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

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many groups)	
We have not identified any significant negative impact from the range of initiatives. Overall we expect the investment of £2.9m in homelessness services will only have a positive impact on people from those protected or relevant characteristic groups who are homeless or at risk of homelessness.	
It is important to note that whilst this proposal has no potentially adverse impacts, we are working within a housing market where there are challenges in securing alternative accommodation. For example, it can be more challenging for younger people due to welfare benefit restrictions and people who need adaptations to make a property accessible which limits the supply of suitable accommodation.	
<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	

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

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

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

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

We expect the range of interventions to have a positive impact on people from those protected or relevant characteristic groups who are at risk of homelessness or are homeless.

## Step 4: Impact

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

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

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

<b>Summary of significant negative impacts and how they can be mitigated or justified:</b>
No significant negative impacts identified.
<b>Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:</b>
The grant will promote equality of opportunity for households at risk of homelessness.

### 4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale

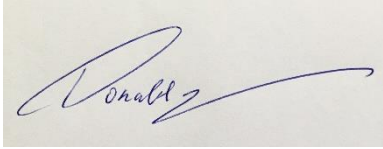
### 4.3 How will the impact of your proposal and actions be measured?

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

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

## Step 5: Review

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

<p><b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i></p>	<p><b>Director Sign-Off:</b> Donald Graham, Director Housing and Landlord Services</p> 
<p>Date: 16/2/2022</p>	<p>Date: 21/2/2022</p>

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

# Decision Pathway – Report

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**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 03 March 2022

<b>TITLE</b>	<b>Extensions for Young People’s Housing &amp; Independence Pathway contracts</b>		
<b>Ward(s)</b>	Citywide		
<b>Author:</b>	Jane Houben	<b>Job title:</b>	Commissioning Manager
<b>Cabinet lead:</b>	Cabinet Member for Housing Delivery & Homes, Cllr Tom Renhard	<b>Executive Director lead:</b>	Stephen Peacock, Executive Director: Growth & Regeneration and Hugh Evans, Interim Executive Director: People.
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member			
<b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b> To note the previous approvals granted on 30 <sup>th</sup> January 2017 and the contract details as outlined in this report and Appendix A, and to authorise the Executive Director: Growth and Regeneration, and the Executive Director: People, to extend and vary the contracts as set out in the recommendations.			
<b>Evidence Base:</b>			
<p>(1) On 24<sup>th</sup> January 2017 Cabinet viewed a report titled ‘Young People’s Housing and Independence Pathway Plan’ which sought:</p> <ul style="list-style-type: none"> <li>(i) To approve the young people's housing and independence pathway plan.</li> <li>(ii) To procure and enter into a contract with a strategic partner to establish and run a new Youth Housing Hub costing no more than £300,000 per annum.</li> <li>(iii) To procure and enter into new contracts for low support accommodation costing no more than £550,000 per annum.</li> <li>(iv) To procure and enter into contracts for high and medium supported accommodation costing no more than £785,000 per annum.</li> <li>(v) To agree that the decision to award contracts detailed in the recommendations valued over £500K and any extensions provided for in the contracts was delegated to the Strategic Directors of Neighbourhoods and People in consultation with the relevant Cabinet Members.</li> </ul> <p>(2) The decision was deferred at Cabinet on the January 24<sup>th</sup> 2017, pending consideration of the budget proposals by Cabinet on 30<sup>th</sup> January 2017, at which approval was given to the recommendations in the report and as summarised in (1) above.</p> <p>(3) Whilst the 2017 Cabinet decision is sufficiently wide and enables the delegated decision to be made if the cost of the extensions remain within the annual amount set out in the report, this decision is being brought back to Cabinet due to the length of time that has passed since this 2017 decision and the absence of any financial/contractual time limit set out in the decision or the report.</p> <p>(4) The <a href="#">Young People’s Housing &amp; Independence Pathway plan</a> was published in January 2017, aiming to create a new approach to help young people, aged 16-25, to remain living in their family networks, or access and sustain suitable housing where this isn’t possible. The plan included proposals to improve our help for young</p>			

people and their families to prevent housing crisis and commissioning proposals setting out how we would secure the accommodation and support needed for Bristol care leavers as well as young people at risk of homelessness. This was developed following a 12-week consultation and a full Equality Impact Assessment.

- (5) This report seeks authority to vary and extend the following contracts: Youth Hub, known as Bristol Youth MAPS, with MAPS standing for Mediation, Advice, Prevention and Support, (1625 Independent People); Low Support Dispersed (1625 Independent People); Low Support Dispersed (LiveWest); High Support – St. Georges House (1625 Independent People); Medium-high Support – The Bristol Foyer (LiveWest). Details about each of the contracts, including durations, extensions available and contract values are set out in tables at Appendix A.
- (6) Contracts are managed by the Contracts & Commissioning Team (Homelessness), with regular contact and quarterly contract management meetings. KPIs are in place and performance is monitored quarterly through Housing Support Register reporting and data submitted by the providers. We will hold a review meeting, reviewing overall performance, quality, and value for money, for each contract with the provider, prior to an extension being requested. All contract extension requests will be made by submitting completed Procurement Request Forms alongside a report to both Growth & Regeneration and People EDMs with an Officer Executive Decision form.
- (7) We plan to review provision and develop a new commissioning plan for Young People’s housing and support services in late 2022-2023 so that services can be procured and in place in 2024 (April and October). This means that we have planned to use the full available extensions for these contracts which would then end in March and September 2024. Extensions are likely to include variations to the original terms to enable the services to adjust to any proposed government regulation changes or agreed service improvements required as outlined in (8) and (9) below.
- (8) In December the Government published their report on their consultation about unregulated provision for 16-17year olds. They will introduce mandatory national standards, to be overseen by Ofsted, for unregulated providers. The first draft of the standards will be published later this year. Ofsted will begin registering providers from April 2023 and the standards will come into force in the autumn of 2023, with inspections starting the following April. By autumn 2022 we should have a better understanding of the impact on our supported accommodation services, all of which are used by 16-17year olds, and particularly on our High and Medium supported accommodation. We may therefore need to consider variations to the contracts with effect from 01/04/2023 if there is a significant impact arising from the new regulations.
- (9) In July 2021 the DLUHC Homelessness Advice Support Team provided extensive feedback to Bristol City Council following a virtual visit in June, focusing on youth homelessness. The feedback has been translated into an action plan and two of the key actions, one to record all homelessness prevention cases coming through MAPS and another to aim to have joint S.20 (Children Act 1989) and Part 7 (Housing Act 1996) assessments of young people, may require changes to be made to the Bristol Youth MAPS service. We may therefore need to consider variations to the contract and so extensions may be negotiated to reflect this need.

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

That Cabinet

1. Note the previous approvals granted on 30<sup>th</sup> January 2017 and the contract details as outlined in this report and Appendix A.
2. Authorise the Executive Director Growth and Regeneration, in consultation with the Cabinet Member for Housing Delivery & Homes and the Cabinet Member for Children’s Services, Education & Equalities, to:
  - a) Extend the Bristol Youth MAPS contract, for 2 years until 30<sup>th</sup> September 2024 with a maximum budget envelope of £300,000 p.a.
  - b) Vary the contract as necessary, to respond to DLUHC requirements within the maximum budget envelope set out in (2a) above.

3. Authorise the Executive Director Growth and Regeneration, in consultation with the Cabinet Member for Housing Delivery & Homes and the Cabinet Member for Children’s Services, Education & Equalities, to:
  - a) Extend the low support contracts, for two years until 30<sup>th</sup> September 2024 with a maximum budget envelope of £550,000 p.a.
  - b) Vary the contracts as necessary, to respond to the introduction of registration and national mandatory standards for providers of supported housing for 16-17year olds, within the maximum budget envelope set out in (3a) above.
4. Authorise the Executive Director Growth and Regeneration, in consultation with the Cabinet Member for Housing Delivery & Homes and the Cabinet Member for Children’s Services, Education & Equalities, and noting the Legal commentary, to:
  - a) Extend the high support and medium-high support contracts, until 31<sup>st</sup> March 2024 with a maximum budget envelope of £760,000 p.a.
  - b) Vary the contracts, to respond to the introduction of registration and national mandatory standards for providers of supported housing for 16-17year olds, within the maximum budget envelope set out in (4a) above.
5. Authorise the Executive Director of Growth and Regeneration to invoke any subsequent variations specifically defined in the contracts awarded, up to the maximum budget envelope outlined in this report.

**Corporate Strategy alignment:**

This aligns very clearly with two Corporate Strategy 2022-2027 themes:

1. **Children and young people:** A city where every child belongs and every child gets the best start in life, whatever circumstances they were born into.
2. **Homes and communities:** Healthy, resilient, and inclusive neighbourhoods with fair access to decent, affordable homes.

**City Benefits:**

1. The Young People’s Housing & Independence Pathway, and specifically the five contracted services for which delegated authority to extend is sought, benefit the city, and improve outcomes for young people by:
  - Providing timely advice, support, and mediation to help young people at risk of housing crisis to safely remain at home or with friends and family.
  - Delivering specialist advice, support and assessments for young people who are in or at risk of housing crisis, so that they can be referred for suitable housing and support services.
  - Providing a small supply of emergency accommodation and assessment beds so that young people aged 16-17 and those aged 18-21 who are particularly vulnerable, are not placed in B&B accommodation.
  - Providing a housing pathway with support for young people who are care leavers or care experienced.
  - Providing a range of supported accommodation, offering different support levels (high, medium, and low) and different accommodation types so that young people are more likely to be able access accommodation and support which meets their needs, with key worker support and tailored support plans.
  - Offering accommodation rents that are within the agreed LHA rates, meaning that they are covered by housing benefit and are therefore affordable.
  - Providing ongoing support for young people including a move-on plan, so that young people can work towards full independence and move through the Pathway and on into other unsupported housing. This support includes information and advice about independent living, money management and support to access education, training, and employment.

**Consultation Details:**

1. The two providers, Livewest and 1625 Independence People, have been consulted about the proposed extensions and the legal advice received to refresh the 2017 decision delegating authority to the Executive Directors.
2. We consulted on the development of the Young People’s Housing & Independence Pathway Plan for 12 weeks in 2016.

**Background Documents:**

Young People’s Housing and Independence Pathway Plan, Cabinet Paper, Bristol City Council, 24/01/2017

Cabinet Decision, Bristol City Council, 30/01/2017  
 Introducing national standards for independent and semi-independent provision for looked-after children and care leavers aged 16 and 17 (Government Consultation Response) (DfE December 2021)

<b>Revenue Cost</b>	£1.610m p.a.	<b>Source of Revenue Funding</b>	Housing Options
<b>Capital Cost</b>	£0	<b>Source of Capital Funding</b>	N/A
<b>One off cost</b> <input type="checkbox"/>		<b>Ongoing cost</b> <input checked="" type="checkbox"/>	
		<b>Saving Proposal</b> <input type="checkbox"/>	
		<b>Income generation proposal</b> <input type="checkbox"/>	

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

**1. Finance Advice:** The total value of the contract will not exceed £1.610m per annum, full budget provision is included in 22/23 budget where majority of it will be funded from Council own internal resources with a small element from the Rough Sleeping Initiative (RSI) grant.

**Finance Business Partner:** Aisha Bapu Finance Business Partner 26 January 2022.

**2. Legal Advice:** The extensions sought in this report are provided for within the contracts. Legal Services will advise and assist in relation to the contractual arrangements to vary and extend the contracts.

**Legal Team Leader:** Husinara Jones, Team leader, Solicitor 25 January 2022

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

**IT Team Leader:** Gavin Arbuckle – Head of Service Improvement and Performance, 28 January 2022

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

**HR Partner:** Celia Williams,  
 HR Business Partner – Growth and Regeneration, 27 January 2022

<b>EDM Sign-off</b>	Stephen Peacock, Executive Director Growth and Regeneration and Hugh Evans, Interim Executive Director People	18 January 2022 and 5 January 2022
<b>Cabinet Member sign-off</b>	Cllr Craig, Cabinet Member Children’s Services, Education & Equalities, Cllr Renhard, Cabinet Member Housing Delivery and Homes	31 January 2022 1 February 2022
<b>For Key Decisions - Mayor’s Office sign-off</b>	Mayor’s Office	31 January 2022

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

**Appendix A**

Tables 1-3 give summary information about the five contracts by contract type.

Table 4 is a key to the abbreviations used.

<b>1. Bristol Youth Hub (Known as Bristol Youth MAPS)</b>	
Contract ID	DN218484
Provider	1625 Independent People
Contract start date	01/10/2017
Initial contract term	3 years
Initial term ended/ends	30/09/2020
Total extensions allowable in the contract	4 years
Current extensions in place	Yes – ends 30/09/2022
Maximum allowable contract length	7 years
Contract end date if all extensions are used	30/09/2024
Annual contract value (CV)	£300,000
BCC budget holders for CV	£257,230 from HO; £42,770 from CF&SC
Variations in place	<p>Variation to place YP Rough Sleeper Navigator within MAPS from 01/04/2020 to 31/03/2021 cost £44,550. Funded by HO RSI budget.</p> <p>Variation to place YP Rough Sleeper Navigator within MAPS from 01/04/2021 to 31/03/2022 cost £49,550 funded by HO RSI budget.</p> <p>Variation for additional 0.5 FTE triage worker for 4 months from 01/09/2021 to 31/12/2021 cost of £11,000, to cover increase in referrals due to Covid. Funded by HO.</p>
Additional financial information	<p>This is a multi-agency hub and BCC provide 0.5 FTE social worker (CF&amp;SC) and 2 FTE Housing Advisors.</p> <p>The total cost of the contract over the five years has been £1,500,000 plus value of extensions £105,100.</p>
VFM information	There has been no uplift since the contract start date. 29% of cases were helped to return/remain at home.
Number of units provided	MAPS had 752 referrals (from non-care experienced YP) in the year Oct 2020 to Sept 2021 and opened 450 new cases. They worked with 73 care-leavers.



<b>2. Low supported accommodation</b>		
Contract ID	DN248710	
Provider	1625 Independent People	LiveWest
Contract start date	01/10/2017	01/10/2017
Initial contract term	3 years	3 years
Initial term ended/ends	30/09/2020	30/09/2020
Total extensions allowable in the contract	4 years	4 years
Current extensions in place	Yes – ends 30/09/2022	Yes – ends 30/09/2022
Maximum allowable contract length	7 years	7 years
Contract end date if all extensions are used	30/09/2024	30/09/2024
Annual contract value (CV)	£419,850	£126,473
BCC budget holder for CV	Fully funded by HO	Fully funded by HO
Variations in place	Yes, was reduced from 150 units to 142 units when extended in September 2020. CV remains the same.	No
Additional financial information	<p>The contract value covers the costs of the support to YP. The YP pay rents and service charge to the provider. For most YP this is covered by housing benefit.</p> <p>CF&amp;SC (People) pay rents for YP who are ineligible for benefits (e.g., accommodated under S.20).</p> <p>The total combined annual value for the two contracts is £546,323 which is below the £550,000 maximum per annum figure in the 2017 Cabinet decision.</p>	
VFM information	<p>A 15% reduction in the overall budget for low support accommodation was achieved when this was commissioned in 2017. There has been no uplift in the CV since the contract start date although 5% reduction in units with 1625IP.</p>	
Number of units provided	142 units of accommodation with low support.	45 units of accommodation with low support.

<b>3. Medium-High supported accommodation</b>		
Contract ID	DN370535	
Provider	1625 Independent People	LiveWest
Contract start date	01/04/2019	01/04/2019
Initial contract term	3 years	3 years
Initial term ended/ends	31/03/2022	31/03/2022
Total extensions allowable in the contract	2 years	2 years
Current extensions in place	No	No
Maximum allowable contract length	5 years	5 years
Contract end date if all extensions are used	31/03/2024	31/03/2024
Annual contract value (CV)	£410,000	£350,000
BCC budget holder for CV	Fully funded by HO	Fully funded by HO
Variations in place	No	No
Additional financial information	<p>The contract value covers the costs of the support to YP. The YP pay rents and service charge to the provider. For most YP this is covered by housing benefit.</p> <p>The total combined annual value of the two contracts is £760,000 which is below the £785,000 maximum per annum figure in the 2017 Cabinet decision.</p> <p>CF&amp;SC pay rents for YP who are ineligible for benefits (e.g., accommodated under S.20). CF&amp;SC pay £43,392.96 p.a. block payment of rent and support for the 3 assessment units in St. Georges House, invoiced monthly by 1625IP.</p>	
VFM information	There has been no uplift since the contract start date.	There has been no uplift since the contract start date.
Number of units provided	22 units of accommodation with high support, 2 s/c high support flats, 1 EA ‘crash pad’, 3 ‘assessment beds’	31 units of accommodation with medium-high support, 2 EA ‘crash pads’

<b>4. Key to abbreviations used:</b>	
<b>CF&amp;SC</b>	Children, Families & Stronger Communities Division (part of People Directorate)
<b>CV</b>	Contract Value
<b>EA</b>	Emergency Accommodation
<b>FTE</b>	Full time equivalent
<b>HO</b>	Housing Options (Part of Growth & Regeneration Directorate)
<b>MAPS</b>	Mediation, Advice, Prevention & Support
<b>RSI</b>	Rough Sleeper Initiative
<b>S.20</b>	Section 20 of the Children Act 1989
<b>VFM</b>	Value for money
<b>YP</b>	Young People

# Appendix D: Risk Register

## Negative Risks that offer a threat to extensions for the Young People's Housing & Independence Pathway contracts

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			
										Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date
1	Delegated authority is not given and/or the extensions are not agreed.	Lack of clarity in the report or perceived financial risk/concerns	Services for young people will end and the Pathway will cease to operate. Young people who are homeless will not have supported accommodation options. Support staff with the provider organisations will lose their jobs.	Open	Children & Young People; Homes & communities	Operational; Budget; Reputation	Paul Sylvester	Check that report is clear, get legal, procurement and financial advice in place.	Reducing	1	5	5		1	5	5	25/01/22
2	Delegated Authority is given but not in time for contracts to be extended by the end of March		The High support and Medium-High support services would have to be extended by a short period (e.g. three months) to comply with financial and procurement governance whilst the Delegated Authority is gained. This would cause uncertainty for the providers and additional work for officers.	open	Children & Young People; Homes & communities	Operational	Paul Sylvester	Ensure that pathway timeline is clear and that work on the report is prioritised.	Reducing	1	4	4		1	5	5	25/01/22
3	Providers do not agree to extend the contracts	No uplift is offered and/or agreement is not reached about variations.	Services for young people will end and the Pathway will cease to operate. Young people who are homeless will not have supported accommodation options. Support staff with the provider organisations will lose their jobs.	Open	Children & Young People; Homes & communities	Operational; Budget; Reputation	Paul Sylvester	Ensure good and regular comms with providers	Reducing	1	5	5		1	5	5	25/01/22

4	The new registration and mandatory standards have a significant impact on contracted services	Govt Ofsted registration and mandatory standards being brought in from April 2023	Providers may no longer be able to accommodate and support 16-17 year olds, or they may be able to do so but with increase service costs.	Open	Children & Young People; Homes & communities	Operational; Budget	Paul Sylvester	Review with providers in 2022 once standards and registration details are published. Seek delegated authority for variations.	Stable	m	5	15	Not yet known	m	5	15	25/01/22
5	Project team finds that changes to MAPS service structure required to meet DLUHC key challenges.	Key Challenges to record data for all prevention cases and for joint assessments (S.20 and P.7)	MAPS service may need to be reconfigured within the contract extension period.	open	Children & Young People; Homes & communities	Operational; Budget; Reputation	Paul Sylvester	Review with provider and partners, agree reasonable extension length to enable changes to be negotiated once project work complete (July 22). Seek delegated authority for variations.	Stable	2	4	8	Not yet known	3	4	12	25/01/22



# Equality Impact Assessment [version 2.9]

Title: Extensions for Young People's Housing & Independence Pathway contracts	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input checked="" type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Growth & Regeneration	
Service Area: Housing Options	Lead Officer role: Jane Houben, Commissioning Manager

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

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

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

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

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

For clarity and good governance, we are asking Cabinet to review and refresh their January 2017 decision giving delegated authority to the Strategic Directors to extend and vary contracts for the Young People's Housing & Independence Pathway. We are asking Cabinet to give delegated authority to the Executive Director for Growth and Regeneration and the Executive Director for People to extend and vary the five contracts (for high, medium-high and low supported accommodation and for the Bristol Youth MAPS Hub) within the budget envelopes set out in the report.

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

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

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

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

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

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

<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	[please select]
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## Appendix E

A full Equality Impact Assessment was done in December 2016 which enabled Cabinet to make the decision to approve the commissioning plan and give delegated authority to Directors to procure services and extend the resulting contracts. This is a review of that EQIA, updated with equality and needs data from the commissioned and contracted services.

### Step 2: What information do we have?

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

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

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

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

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

<b>Data / Evidence Source</b> [Include a reference where known]	<b>Summary of what this tells us</b>
Full Equality Impact Assessment on the Young People's Housing & Independence Pathway (2016)	<p>The following actions were noted because of the 2016 EqIA:</p> <p>Measures were put into the procurement processes to ensure providers demonstrated robust equality policies, equality related training, would promote inclusive environment, LGBTQ+ awareness, Disability awareness, robust Safeguarding policies and procedures.</p> <p>The Bristol Youth MAPS service has been set up to: be adequately staffed to be and feel safe (minimising risk of CSE or DV); have links with the child sexual exploitation service (BASE); assist young people to access adult social care services where appropriate; agree arrangements to enable planning housing for young offenders leaving custody; has a robust risk assessment process, including consideration of domestic violence and issues relating to sexual orientation; ensure that triage/assessment and communication takes account of young people's</p>

	<p>learning disabilities; link with the council’s Gypsy, Roma and Traveller Liaison Officer.</p> <p>There is a geographical spread of low support accommodation. There are adapted units in the high and medium-high support accommodation and there are ground floor units in medium and low support services. There are women-only clusters of flats in the high and medium-high services, but men are accommodated in other cluster flats in these buildings. There are several low support shared houses that are women-only.</p> <p>All services collect and report on equalities data, including sexual orientation. Commissioners monitor representation in services and examine reasons if over representation occurs.</p>
<p>Equality Monitoring data from the contracted supported accommodation services, contract management information.</p>	<p>The demographic snapshot shows that at the midpoint in 2021-22 users of our supported accommodation services are 57% male and 43% female. This has been a shift towards more young women being housed in the Pathway recently however men are slightly over represented using this service.</p> <p>Of the accommodation users, 7% have a physical impairment. 46% are BAME. 22% are Muslim, 14% are Christian, 57% have no religion.</p> <p>Men, Black, Asian and Minority Ethnic, Christian and Muslim communities are overrepresented in this supported accommodation category.</p> <p>The Housing Support Register gives us equality data about referrals and waiting lists for our services as well as refusals. We collect data about new placements, planned departures and unplanned departures so that we can look at the journey through the services. We know that in 2021 of young people newly placed in supported accommodation:</p> <ul style="list-style-type: none"> <li>• 58% were young men</li> <li>• 43% were BAME</li> <li>• 6% were LGB</li> <li>• 4% had a physical impairment</li> <li>• 30% had mental or emotional distress</li> <li>• 15% had learning-related needs</li> <li>• 12% had multiple complexity of needs</li> </ul> <p>Men, Black, Asian and Minority Ethnic, and disabled people are represented on the housing register.</p> <p>The data for planned and unplanned departures does not show any notable representation issues. However, this data is not complete for all YP who have</p>

## Appendix E

	<p>left the service. Receiving this information will provide us with a better understanding of whether the service is fit for purpose for particular equality groups.</p> <p>Over the life of the contracts, providers and BCC staff have worked to ensure that psychologically informed (also known as trauma-informed) practice underpins the service provision.</p> <p>Work on a Contextual Safeguarding policy is near completion, which will make clear gang-related or exploitation risks for young people being referred to Pathway services. Equality monitoring will form part of this work.</p>
<p>Equality monitoring data from the contracted service Bristol Youth MAPS</p>	<p>The data from MAPS shows clearly that care leavers (and care-experienced young people) are referred to MAPS case review panels so that housing plans can be put in place, drawing on the worker expertise in the multi-agency hub.</p>
<p><b>Additional comments:</b></p>	

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

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

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

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

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

<p>Equality data about young people using the commissioned services is collected by the services themselves and by referrers using our Housing Support Register.</p>
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### 2.4 How have you involved communities and groups that could be affected?

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

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

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



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Young people and other stakeholders were consulted in 2016 for 12 weeks when developing the Young People's Housing & Independence Pathway Plan which set out the commissioning intentions for these contracts.

### 2.5 How will engagement with stakeholders continue?

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

The providers of the commissioned services engage with their service users through support sessions and surveys/questionnaires as well as through comment and complaints processes. We meet with providers regularly and they feedback about issues raised. We monitor quarterly the equality and needs data of the young people accommodated and supported by Pathway services.

### Step 3: Who might the proposal impact?

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

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

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

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

<b>GENERAL COMMENTS</b>	
The proposed refreshing of the decision to delegate authority for the contract extensions will have positive impacts for young people who are care-experienced or who are homeless or at risk of homelessness. The impacts were explored in a full Equality Impact Assessment in 2016 which underpinned the Young People's Housing & Independence Pathway Plan and the decision by Cabinet in January 2016 to delegate authority to Directors to procure and extend the contracts.	
<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	The Young People's Housing & Independence Pathway services are for young people aged 16-21 (or up to age 25 if they are vulnerable). Older people will not be able to access them.
Mitigations:	Older people would access the services provided by the adult pathways.
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

## Appendix E

Potential impacts:	The accommodation within the Pathway is for single young people is not available for young people who are parents.
Mitigations:	BCC commissions accommodation and support services for young parents who are homeless or at risk of homelessness.
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Our commissioned accommodation services are for single young people and are not available for young couples who wish to be housed together.
Mitigations:	Young people wanting to be housed as couples would need to present as homeless or at risk of homeless. If there was a Duty owed they would be accommodated by BCC but not in Pathway services.
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	Our commissioned accommodation services are for single young people which means we also have a duty to house unaccompanied asylum seekers
Mitigations:	We are able to authorise UASC young people to be referred onto the Housing Support Register so that they can access the waiting lists for the Pathway services. CF&SC also commission other accommodation for UASC young people.

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

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

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

The contracts within the Young People's Housing & Independence Pathway advance equality of opportunity for young people who are care-experienced or who are homeless or at risk of homelessness through providing information, advice and mediation to prevent housing crisis, through providing information, advice and support to access safe accommodation, and through providing a range supported housing options for young people who need them, with ongoing support to promote independence.

## Step 4: Impact

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

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

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

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

This is a Pathway of services for young, single people who are care leavers or who are homeless or threatened with homelessness. Older people, or young people who are married or in civil partnerships, or young people with children can access housing advice and homelessness assessments through BCC's service points. BCC commissions supported accommodation for young people who are parents.

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

- The contracts this report related to are part of a Pathway of services for young, single people who are care leavers or care-experienced or who are homeless or threatened with homelessness. This includes Unaccompanied Asylum Seeker Children;
- The Youth MAPS contract within the pathway provides triage, case work advice, mediation and assessment for young people who are homeless or at risk of homelessness; support and advice for officers working with care leavers;
- This pathway approach works to reduce homelessness and nearly 30% of young people who refer to MAPS are helped to safely remain at or return home. Where this is not possible, they are supported through an assessment process which, depending on their age and situation, may involve both Children's Services and Housing Advisors.
- The supported accommodation contracts within the pathway provide a range of accommodation: 3 units of emergency accommodation; 3 assessment beds; 22 units of high support accommodation in shared flats; 2 units of high support accommodation in self-contained flats; 31 units of medium-high support accommodation in shared flats, including 3 units in an accessible/adapted flat for Disabled young people; 187 units of low support accommodation in shared houses and self-contained flats. In addition the council provides 20 units of medium-low support accommodation in shared houses and a supported lodgings scheme. This accommodation range means that there is a greater likelihood of young people being able to access supported accommodation which meets their needs.
- The age focus of the Pathway is 16-21 but young people who have additional vulnerabilities may be able to access and remain in the pathway at age 22+ up to age 25.
- The Pathway includes 3 units of emergency accommodation and 3 assessment beds which are primarily used for 16-17year old young people instead of B&B accommodation.
- The support provided through these contracts is housing-related, enabling the young people to gain independence skills to allow them to move on, including money advice, benefits advice, and support around accessing education, training and employment.

### 4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale
Review equality monitoring data collation to improve data capture for planned and unplanned departures from the Pathway.	Jane Houben	2022-23 Q1
Review equality monitoring data collation for MAPS referrals.	Jane Houben	2022-23 Q1
Gang related exploitation Equality data to be included in the next iteration of the EqiA.	Jane Houben	2022-2023 Q4

## Appendix E

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

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

We will be better able to track planned and unplanned departures (move-on) through and out of the pathway and identify any group(s) over-represented in the unplanned departures. We will then be able to raise this with providers and put in place action plan(s) to understand and address over and under representation.

We will receive equality data about referrals to MAPS (we currently receive it for MAPS external case reviews only). This will enable us to identify any over/under representation and work with MAPS to put in place action plans to understand and address causes.

### Step 5: Review

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

<b>Equality and Inclusion Team Review:</b> Reviewed by the Equality and Inclusion Team	<b>Director Sign-Off:</b>
Date: 26 January 2022	Date:

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

**Eco Impact Checklist**

<b>Title of report:</b> Extensions for Young People's Housing & Independence Pathway contracts				
<b>Report author:</b> Jane Houben				
<b>Anticipated date of key decision</b> 08/03/2022				
<b>Summary of proposals:</b> To refresh the Cabinet decision made in January 2017, which gave delegated authority to the Strategic Directors (of Neighbourhoods and Communities and of People) to extend contracts for the Young People's Housing & Independence Pathway.				
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	+ve	All the accommodation provided for young people uses gas and electricity for heat, light and power.	Young people are supported through the contracts to budget (minimise usage) and to manage their utilities efficiently. There may be opportunity for housing providers to look at efficiency measures in the home, perhaps accessing efficiency funding that is available. Looking at light fittings (LED), insulation, or boiler type. Housing providers could talk to the Councils Energy Services to check if there is any funding available for efficiency works on properties.
Bristol's resilience to the effects of climate change?	No			
Consumption of non-renewable resources?	Yes	+ve	All the accommodation provided for young people uses gas and electricity for heat, light and power.	Young people are supported through the contracts to budget (minimise usage) and to manage their utilities efficiently. YP pay for usage through contracts giving reason to minimise usage.
Production, recycling or disposal of waste	Yes	+ve	Domestic waste and recycling services are used for all the accommodation provided for young.	Young people are supported through these contracts to budget (minimise waste) and to recycle their waste appropriately.
The appearance of the city?	No			
Pollution to land, water, or air?	Yes		Transport	YP could be supported to use active/sustainable transport where appropriate.

Appendix F

Wildlife and habitats?	Yes		Green spaces on properties	YP could be encouraged and supported to engage in garden activities where there is access to green space on properties. The council has announced an Ecological Emergency so any improvement to green space can help towards this and improve the biodiversity and ecology of Bristol.
<b>Consulted with:</b>				
<b>Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u></b>				
The support provided to young people through these contracts enables them to learn budgeting and resource management skills so that they are better able to reduce their gas, electricity, and water consumption, reduce waste and recycle appropriately.				
<b>Checklist completed by:</b>				
Name:			Jane Houben	
Dept.:			Housing Options, Growth & Regeneration	
Extension:				
Date:			28/01/2022	
Verified by Environmental Performance Team			Nicola Hares – Environmental Project Manager	

# Decision Pathway – Report

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 03 March 2022

<b>TITLE</b>	<b>Rental Income and Arrears Management Policy</b>		
<b>Ward(s)</b>	All wards		
<b>Author:</b> Mark Kempt	<b>Job title:</b> Income and Leasehold Manager		
<b>Cabinet lead:</b> Cllr Tom Renhard, Cabinet Member Housing Delivery and Homes	<b>Executive Director lead:</b> Stephen Peacock, Executive Director Growth and Regeneration		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>			
1. To seek approval of the Rental Income and Arrears Management Policy for Bristol City Council residents.			
<b>Evidence Base:</b>			
1. There is no Rental Income and Arrears Management Policy. The service relies on the Ministry of Justice Pre-Action Protocol to justify progression of arrears cases. This does not establish Bristol City Council’s rationale for rent recovery.			
2. Failure to clearly and unequivocally, establish responsibilities and processes for rent collection activities increases the risk of inconsistent and irregular practice.			
3. Bristol City council owns and manages over 27,500 housing and residential property stock and wishes to provide more social and affordable housing now and in the future. This is a resource in scarce supply, and it is Bristol City Council’s responsibility to manage this resource effectively on behalf of our residents.			
4. The collection of rents is fundamental to maintaining our services and enabling Bristol City Council to further invest in improving and maintaining good quality homes for the residents of Bristol.			
5. Bristol City Council wants to make sure that everyone in Bristol feels they belong, has a voice and an equal opportunity to succeed and thrive.			
6. Successive internal audits in 2019 and 2021 have identified the lack of an arrears recovery and income policy			
7. To meet the requirements of the audit Housing and Landlords Services have worked on the attached policy since 2018			
8. The Rental Income and Arrears Management Policy compliments the overarching Corporate Debt Policy.			
9. Bristol City Council will assist residents to access support to apply for, welfare benefits, sign-post individuals to access advice, and support from other agencies and/or charities.			
10. This will minimise bad debts arising and mitigate consequential costs associated with the provision of homelessness services and costs for legal proceedings.			
11. The Equalities Impact assessment confirms that the policy does not negatively impact tenants - the policy aims to address known issues for equalities groups. There is evidence that some groups are disproportionately affected by rent arrears, which was found by the initial assessment. However the changes to the policy do not have a further positive or negative effect. The policy will promote equality of opportunity through clear procedures that ensure each tenant’s circumstances are taken into consideration and action is taken to support them to reduce their rental income arrears.			
<b>Cabinet Member / Officer Recommendations:</b>			
<b>That Cabinet:</b>			
▪ 1.Approves the Rental Income and Arrears Management Policy (Appendix A) for Bristol City Council residents.			
<b>Corporate Strategy alignment:</b>			
▪ <b>Homes:</b> The Policy will support the Housing Revenue Account 30-year business plan and our ability to build homes			
<b>City Benefits:</b>			
• Bristol City Council’s vision is that ‘we play a leading role in driving an inclusive, sustainable, and healthy city of hope and			

aspiration, one where everyone can share in its success.' There are several obstacles to making this a reality. One is delivering sustainable high quality public services and designing that into everything we do.

- Maximise income collection and ensure effective management of rent collection and minimise arrears through early intervention, advice and support that helps residents maintain their tenancy and avoid eviction. To afford residents every opportunity to fulfil their obligations in terms of repaying arrears before taking initial or escalating existing enforcement action.

**Consultation Details:**

1. Housing & Landlords Senior Leadership Team
2. Cabinet Member

**Background Documents:**

**External**

- Pre-Action Protocol for Possession Claims by Social Landlords
- Pre-Court Action Protocol for Debt Claims
- Debt Respite Scheme (Breathing Space Moratorium and Mental Health Crisis Moratorium) (England and Wales) Regulations 2020.

**Internal**

- Bristol City Council Tenancy Agreement(s)
- HomeChoice Bristol Allocations Policy
- Former Tenant Arrears and Write-off Policy
- Equality and Inclusion Policy & Strategy 2018-2023
- Vulnerable Tenants Policy

<b>Revenue Cost</b>	<b>£0</b>	<b>Source of Revenue Funding</b>	
<b>Capital Cost</b>	<b>£0</b>	<b>Source of Capital Funding</b>	
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:** There are no direct financial implications to this report.

**Finance Business Partner:** Aisha Bapu, Principal Accountant 21 January 2022

**2. Legal Advice:** The purpose of the Policy is to ensure that rental income is collected efficiently to facilitate reinvestment in housing development and property maintenance and to provide support to our customers before any possession litigation is considered. It will assist to address any inequality and/or inconsistency of practice before possession litigation is being considered. The Debt Respite Scheme (Breathing Space Moratorium and Mental Health Crisis Moratorium) (England and Wales) Regulations 2020 may prevent steps to recover rental income arrears under the Policy for a period of time, so officers implementing the Policy will need to be aware of how they would be alerted to a notice served under those Regulations. Legal services understand that there is (or is to be) a separate procedure relating to notices under these Regulations. Where there is decision to commence possession litigation on the grounds of rent arrears, the Policy is supplemental and in addition to the Pre-Action Protocol for Possession Claims by Social Landlords. The Pre-Action Protocol must be complied with and the Policy does not replace the requirements under the Pre-Action Protocol. A key part of this Policy is to ensure that occupiers in property arrears debt and those likely to go into arrears debt are assisted/ supported to mitigate the risk of a possession action, and the Policy gives the best possibility of those occupiers successfully managing their property charge obligations. Additionally having a policy will support consistent future rental income from those households. Having such a policy is also likely to reduce the cost of pursuing legal action.

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 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.		
<b>Legal Team Leader:</b> Anne Nugent, Team Leader (in consultation with Anna Nixon) 18 February 2022		
<b>3. Implications on IT:</b> I can see no implications on IT in regards to this activity.		
<b>IT Team Leader:</b> Gavin Arbuckle – Head of Service Improvement and Performance 6 January 2022		
<b>4. HR Advice:</b> There are no HR implications evident		
<b>HR Partner:</b> Celia Williams, HR Business Partner – Growth and Regeneration 6 January 2022		
<b>EDM Sign-off</b>	Stephen Peacock, Executive Director Growth and Regeneration	12 January 2022
<b>Cabinet Member sign-off</b>	Councillor Tom Renhard, Cabinet Member Housing Delivery and Homes	17 January 2022
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	31 January 2022

<b>Appendix A – Rental Income and Arrears Management Policy</b>	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>NO</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>No</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>



Bristol City Council – Housing & Landlord Services

# Rental Income and Arrears Management Policy

Version

Approved by	
Date approved	
Date adopted	
Date for Review	
Responsibility	Housing Management and Estates

History of most recent policy changes			
Date	Page	Change	Origin of change (e.g. legislation)
29.05.21	3, 7, 8	Insertion of reference to 'Breathing Space'	Legislation

18.3.21	Title	Changed name to Rental Income and Arrears Management	
18.3.21	Whole doc	Housing and Estates replaces Estate Services	Reflect changed department name
18.3.21	2	Added equalities statement	
18.3.21	4	Removed ref to joint tenants	Covered in contract
18.3.21	6	Removed sections Housing Benefit and Universal Credit and Housing Register	Not necessary for this policy – referenced in appendix
18.3.21	8	Removed sections 6,7 and part of 8	To be written into an overarching statement for all policy.
18.3.21		Added date for review to title page	
26.8.21	3	Addition of Strategic Context Section	Director
26.8.21	3	Re-wording and additions to Policy Statement to include further references to early intervention. Addition – links to Homelessness, Social Services and Adult Social Care	Director
26.8.21	4	Introduced objective “To ensure where issues of proven fraud, illegal occupancy, hate crime or Anti-Social Behaviour are recorded and evidenced enforcement procedures including referral to the courts, Police and other relevant agencies are made in goFod time and fully recorded.”	Director

**Contents**

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## **1. Strategic Context**

Bristol City Council's (BCC) vision is that 'we play a leading role in driving an inclusive, sustainable, and healthy city of hope and aspiration, one where everyone can share in its success.' There are several obstacles to making this a reality. One is delivering sustainable high quality public services and designing that into everything we do. BCC owns and manages over 27,500 housing/residential property stock and wishes to provide more social and affordable housing. This is a resource in scarce supply. It is BCC's responsibility to manage this resource effectively on behalf of our residents.

The collection of rents is fundamental to maintaining our services and enabling BCC to further invest in improving and maintaining good quality homes for the residents of Bristol. BCC wants to make sure that everyone in Bristol feels they belong, has a voice and an equal opportunity to succeed and thrive.

## **2. Policy Statement**

If our residents are to thrive, we need to make sure that the monies due from rent and all charges associated with the property are collected in a timely manner. BCC recognises that individuals and families can face unexpected and complex changes in life that may lead to the development of arrears. We are committed to helping residents, through early intervention, avoid debt from unpaid rent and charges associated with the property.

In some circumstances residents who are in rental arrears may also become involved with other agencies such as Social Services, Revenues and Benefits, and/ or Housing Options including Homelessness. BCC recognises the importance of working in partnership with other departments to support informed decision-making processes, taking the person's whole circumstances into consideration.

As part of a holistic approach, BCC will assist residents to access support to apply for welfare benefits, sign-post individuals to access advice, and support from other agencies and/or charities. This will minimise bad debts arising and mitigate consequential BCC costs including, but not limited to, costs associated with the provision of homelessness services and costs for legal proceedings.

Rental income is the main source of funding for managing and maintaining council housing. It is essential that rental income collection is effectively managed to make sure that BCC can continue to provide those services and value for money for residents. BCC will therefore work to help residents to stay in their homes, free from debt and to pay their rent as it falls due.

Where failure to pay rent is the only breach of a tenancy agreement, BCC will comply with the Pre-Action Protocol for Possession Claims by Social Landlords and will only pursue legal action for recovery of possession and repayment of arrears as a last resort.

Where a person accesses the Debt Respite Scheme, known as 'Breathing Space', BCC will comply with its legal obligations and the government guidance relating to the Scheme, following our procedures. (Breathing Space Moratorium and Mental Health Crisis Moratorium) (England and Wales) Regulations 2020.

In line with our Equality and Inclusion Policy & Strategy 2018-2023, an Equalities Impact Assessment has been completed. This will inform policy making and Council reporting to ensure we are aware how the implementation of these policies impacts on our diverse communities and identify any unintended consequences. It will also enable the Council to intervene on a strategic level to provide support and other forms of investment and anti-poverty strategies.

### **3. Aims and objectives**

The aims and objectives of this policy are as follows:

- To maximise income collection and ensure effective management of rent collection.
- To minimise arrears through early intervention, advice and support that helps residents maintain their tenancy and avoid eviction.
- To provide a clear framework for staff of their responsibilities for rental income management and arrears recovery.
- To ensure we advise and support residents to maximise the use of housing related benefits prior to using any enforcement proceedings.
- To explain the responsibility of residents regarding paying rent, charges related to the property and arrears, and how and where those payments can be made.
- To communicate with residents by all means available and in accessible language to help them manage their debts.
- To refer tenants and residents to third party advice agencies for independent support and advice including referrals to Housing Related Support for those residents identified as 'vulnerable'. (Vulnerable Tenants Policy)
- To afford residents every opportunity to fulfil their obligations in terms of repaying arrears before taking initial or escalating existing enforcement action.

### **4. Roles, Responsibilities and Authority**

The Director of Housing and Landlord Services and the Head of Housing Management and Estates are responsible for the implementation of this policy.

All staff involved in income collection activities have responsibility for delivering this policy.

Referrals for enforcement action will be signed off by the Head of Service and/or the Director of Housing and Landlord Services.

## **5. Scope**

The policy applies to: -

- Residents with BCC Secure, Demoted and Introductory tenancies and covers all other charges raised by Housing and Estates including rent paid for garages and service charges.
- Persons in Use and Occupation of a BCC residential property
- BCC licensees including licensees in HRA funded temporary accommodation.

This policy explains Housing Management and Estates service approach to rental income and arrears management and is in line with Corporate Debt Management.

## **6. The Policy**

### **Responsibilities**

Residents and Licensees will: -

- Maintain their current rent account in accordance with the conditions set out in their Tenancy Agreement or Licence Agreement.
- Pay all charges, including service charges, rent, and garage charges, related to their tenancy and use of the property, as they fall due.
- Claim any welfare benefits they are entitled to, which may support payments.
- Contact BCC should their rental income account go into arrears to enter payment arrangements and seek support.
- Commit to repaying arrears as soon as possible.
- Follow any agreements that are made between the resident and BCC and make the agreed payments so that arrears can be cleared.
- Clear all arrears before ending any tenancy or licence.
- Comply with orders from the Court when proceedings have been brought by BCC against a resident or licensee as a result of rent and property related arrears.

Persons in use and occupation are responsible for paying the use and occupation charges and claiming any welfare benefits they are entitled to in order to support payments.

It is recommended that rent is paid in advance of the residents' chosen payment frequency.

BCC are committed to: -

- Facilitate payment of rent and charges related to the property and follow all relevant Pre-Action Protocols to recover arrears.
- Provide information to new residents to enable them to pay their rent in accordance with their Tenancy or Licence Agreement, including, but not limited to, the payment terms and the different ways a resident can pay.
- Make the residents and licensees aware of the impact of non-payment of rent and charges related to the property on their tenancy or licence.
- Advise the resident about different ways they can maximise their income including claiming benefits such as Housing Benefit or Universal Credit independently, that may support payment of their rental income.

- Make sure that, if necessary, residents are signposted to relevant advice and support services, both internally and externally of BCC.
- Make sure appropriate and timely referrals to Housing Related Support are made for those residents identified as 'vulnerable' in accordance with the Vulnerable Tenants Policy. (Further information about Housing Related Support available can be found on the BCC Web site)
- Where BCC is aware that a person to whom this policy applies may have a protected characteristic under the Equality Act 2010, it will have regard to that protected characteristic(s) and consider whether a resident is vulnerable and the impact of their vulnerabilities when applying this policy.
- Give the resident every opportunity to fulfil their obligations in terms of repaying arrears before taking initial or escalating existing enforcement action.
- Review rent levels annually.
- Provide a minimum of 28 days' notice to the resident of any change to their rent.

### **Methods of Payment**

BCC recommends payment by direct debit where residents have a bank account.

BCC will facilitate other methods of payment where appropriate, such as:

- Allpay Swipe cards – payments can be made at applicable Post Offices and at any outlet with a PayPoint sign.
- Telephone or internet banking.
- In person to housing or lettings officers during home visits.
- Standing orders.

### **Refunds**

Residents can request a refund if their rent account is in credit due to an overpayment. Refunds should be agreed by the team leader. All residents/ occupants at the property will be informed of any overpayment received and of any refund that may be due.

### **Enforcement**

The enforcement of rent arrears recovery is based on a staged escalation process that depends on both the amount owed and the length of time a resident is in arrears.

BCC will not seize a resident's goods or possessions as a means of collecting rental income debt.

BCC will follow the Pre-Action Protocol for Possession Claims by Social Landlords, after which BCC may apply to the courts for a possession order to evict residents or licensees on grounds of rent arrears.

Where BCC commences possession proceedings, the resident(s) or licencees will be served with copies of those legal proceedings and a Notice of Hearing of the first and any subsequent court hearing dates to enable them to attend.

If possession proceedings are started, BCC will also request an order from the courts for all costs of those proceedings be paid by the resident or licensee.



When a resident is occupying under Use and Occupation, they will be informed at the outset of their occupancy that the level of any arrears may impact their eligibility to access social housing.

Where possession of a property occupied by a person who does not have a tenancy is sought through the courts BCC will also seek to recover any Use and Occupation charge arrears in those court proceeding.

Where an occupier has given up possession before any court proceedings have started, any use and occupation charge arrears will be treated as former resident arrears.

## Appendix Legal and Policy Context

### External

- Pre-Action Protocol for Possession Claims by Social Landlords
- Pre-Court Action Protocol for Debt Claims
- Debt Respite Scheme (Breathing Space Moratorium and Mental Health Crisis Moratorium) (England and Wales) Regulations 2020.

### Internal

- Bristol City Council Tenancy Agreement(s)
- HomeChoice Bristol Allocations Policy
- Former Tenant Arrears and Write-off Policy
- Equality and Inclusion Policy & Strategy 2018-2023
- Vulnerable Tenants Policy

### Glossary of terms

Resident	Person who is liable for payment of the rental income.
Rental Income	Rental income includes rent paid as part of a tenancy agreement / payments under the terms of Use In Occupation / rent under licence for temporary accommodation / defect charges / charges related to the property/ and any arrears arising from missed payments.
Licensee	Pays rent under licence for HRA funded temporary accommodation (e.g., Youth Projects)
Bid	Registering an interest in a social housing property being advertised for letting via the choice-based lettings system, HomeChoice Bristol.
Housing and Estates	Includes the following services, tackling Anti-Social Behaviour, Caretaking, Estate Management, Income Management and Support to Older People Services.
Income Management Team	The team responsible for monitoring rent payments and arrears, making contact with residents to discuss arrears and taking possession proceedings for arrears
Notice of Possession Proceedings	Written notice for Introductory council tenants of the council's intention to pursue possession proceedings
Notice of Seeking Possession	Written notice for Secure council tenants of the council's intention to pursue possession proceedings
Pre-Action Protocol for Possession Claims by Social Landlords	Ministry of Justice protocol which must be followed by social landlords prior to beginning possession proceedings for rent arrears.
Strategic interest	Contributing to the vision and priorities for the city and the council, meeting the aims and objectives set out in the Corporate Strategy
Suspended Possession Order	A court order which states a tenant can stay in their property as long as they make the payments, or obey the conditions, set out in the order
Warrant of Eviction	A warrant granted by the court to enable a bailiff to evict the tenant
Debt Recovery Orders	A Debt Recovery Order freezes your debt repayments and

	interest for 12 months. If your financial situation hasn't changed at the end of this period then all of the debts included will be written off.
Bankruptcy Orders	Bankruptcy is a legal status that usually lasts for a year and can be a way to clear debts you can't pay. When you're bankrupt, your non-essential assets (property and what you own) and excess income are used to pay off your creditors (people you owe money to). At the end of the bankruptcy, most debts are cancelled.
Bad debt	A debt that can't be recovered.
Notice to quit	A legal notice to formally end a tenancy or licence.
Breathing Space	A resident can apply through a registered agency for breathing space which is defined as either standard or Mental Health Crisis.
Standard Breathing Space	60 days where no contact should be made with the resident by their creditors.
Mental Health Crisis Breathing Space	A person will remain in breathing space for the period of time they receive mental health crisis treatment and 30 days after the last day of treatment.



Title: Rental Income and Arrears Policy	
<input checked="" type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Growth and Regeneration	Lead Officer name: Mark Kempt
Service Area: Income Management	Lead Officer role: Income and Leasehold Manager

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

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

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

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

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

A policy (Rental Income and Arrears Management Policy) outlining Bristol City Council’s intent to collect rent and the conditions that are attached to that as set out in the tenancy agreements, was written and subsequently agreed in June 2020, with an agreed accompanying EqIA.

Procedures that support the policy state that officers should familiarise themselves with the EqIA to ensure that they are able to offer support that might be specific for those groups who are most likely to go into arrears.

The aims and objectives of the policy are to:

- To maximise income collection and ensure effective management of rent collection.
- To minimise arrears through early intervention, advice and support that helps residents maintain their tenancy and avoid eviction.
- To provide a clear framework for staff of their responsibilities for rental income management and arrears recovery.
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- To afford residents every opportunity to fulfil their obligations in terms of repaying arrears before taking initial or escalating existing enforcement action.

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

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

## 1.3 Will the proposal have an equality impact?

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

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

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

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

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

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

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

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

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

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
BCC Report Viewer / Tenants and Leaseholders / All tenants, residents, and leaseholders	<ul style="list-style-type: none"> <li>• 19.14% of residents are Black, Asian and minority ethnicity.</li> <li>• Over half are women. (60%)</li> <li>• Most BCC residents are aged 25-74, with a high proportion aged 45-54.</li> <li>• 27% of residents are disabled people. The three most recorded impairment categories are 'long term illness', 'mental distress', and 'mobility impairment'</li> <li>• 29% of BCC residents are Christian and 8% are Muslim</li> </ul>

	<ul style="list-style-type: none"> <li>3% of BCC residents report that they require assistance for written and or spoken English</li> </ul>																																												
Internal Team – Moving Forward Together shared data from March 2021.	<table border="1"> <thead> <tr> <th></th> <th>Bristol</th> <th>Tenants</th> <th>Housing and Landlord Services Teams</th> </tr> </thead> <tbody> <tr> <td>Black, Asian and Minority Ethnicity</td> <td>16%</td> <td>19%</td> <td>11%</td> </tr> <tr> <td>Female</td> <td>50%</td> <td>61%</td> <td>37%</td> </tr> <tr> <td>Male</td> <td>50%</td> <td>38%</td> <td>63%</td> </tr> <tr> <td>Disabled people</td> <td>8%</td> <td>28%</td> <td>9%</td> </tr> <tr> <td>Lesbian, Gay and Bisexual</td> <td>9%</td> <td>1%</td> <td>4%</td> </tr> <tr> <td>Trans</td> <td>No data</td> <td>No data</td> <td>0</td> </tr> <tr> <td>Age 16 – 24</td> <td>16%</td> <td>2%</td> <td>5%</td> </tr> <tr> <td>Age 25 – 49</td> <td>39%</td> <td>15%* (25-44)</td> <td>28%</td> </tr> <tr> <td>Age 50-64</td> <td>14%</td> <td>37%</td> <td>37%</td> </tr> <tr> <td>Age 65+</td> <td>13%</td> <td>3%</td> <td>3%</td> </tr> </tbody> </table>		Bristol	Tenants	Housing and Landlord Services Teams	Black, Asian and Minority Ethnicity	16%	19%	11%	Female	50%	61%	37%	Male	50%	38%	63%	Disabled people	8%	28%	9%	Lesbian, Gay and Bisexual	9%	1%	4%	Trans	No data	No data	0	Age 16 – 24	16%	2%	5%	Age 25 – 49	39%	15%* (25-44)	28%	Age 50-64	14%	37%	37%	Age 65+	13%	3%	3%
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BCC report viewer rent arrears specific	<ul style="list-style-type: none"> <li>Black Asian and minority ethnic tenants have higher than average arrears in every band, and lower than average in the zero balance or credit categories.</li> <li>Muslim residents are overrepresented in majority of arrears bands.</li> </ul> <table border="1"> <thead> <tr> <th></th> <th>Credit</th> <th>Zero</th> <th>£0-50</th> <th>£50-100</th> <th>£100-250</th> <th>£250-500</th> <th>£500-1000</th> <th>£1000-2500</th> <th>&gt;£2500</th> </tr> </thead> <tbody> <tr> <td>Black Asian &amp; minority Ethnic %</td> <td>36.55</td> <td>13.98</td> <td>6.22</td> <td>4.99</td> <td>10.05</td> <td>10.56</td> <td>7.08</td> <td>7.11</td> <td>3.45</td> </tr> <tr> <td>Muslim %</td> <td>35.58</td> <td>12.83</td> <td>6.81</td> <td>5.88</td> <td>10.46</td> <td>11.47</td> <td>7.27</td> <td>6.74</td> <td>2.97</td> </tr> <tr> <td><b>Av.%</b></td> <td><b>41.08</b></td> <td><b>17.52</b></td> <td><b>5.46</b></td> <td><b>4.96</b></td> <td><b>8.05</b></td> <td><b>7.92</b></td> <td><b>6.01</b></td> <td><b>6.04</b></td> <td><b>2.96</b></td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>Men and women are fairly evenly represented in terms of the average arrears – however women are marginally more likely to owe arrears than men and more likely to owe higher amounts. (this could be accounted for by the fact that more tenants are women e.g. 6.58% women compared to 4.98% owe between £500-£1k.</li> <li>Gay men are more likely to have arrears of £100-250 at 10.24 compared to the average 8.05%. Gay/Lesbian women are less likely to be in arrears until the top bracket of over £2500 at 3.23% compared with the average 2.96%.</li> <li>People with a known disability less likely to be in credit but also less likely to be in arrears in every band</li> </ul>		Credit	Zero	£0-50	£50-100	£100-250	£250-500	£500-1000	£1000-2500	>£2500	Black Asian & minority Ethnic %	36.55	13.98	6.22	4.99	10.05	10.56	7.08	7.11	3.45	Muslim %	35.58	12.83	6.81	5.88	10.46	11.47	7.27	6.74	2.97	<b>Av.%</b>	<b>41.08</b>	<b>17.52</b>	<b>5.46</b>	<b>4.96</b>	<b>8.05</b>	<b>7.92</b>	<b>6.01</b>	<b>6.04</b>	<b>2.96</b>				
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Black Asian & Minority Ethnic	12.3
White Minority Ethnic	7.5
White British	6.0
Asian/Asian British	8.3
Black/Black British	23.7
Mixed Ethnicity	9.8
White	6.2
Lesbian Gay or Bisexual	11.5
No Religion or Faith	6.3
Christian Religion	5.7
Other Religions	23.3
Carer	8.9
Full Time Carer	16.9
Part Time Carer	6.3
Single Parent	22.7
Two Parent	5.8
Parent (all)	7.8
No Qualifications	10.3
Non-Degree Qualified	9.9
Degree Qualified	5.1
Rented (Council)	20.4
Rented (HA)	19.6
Rented (Private)	11.5
Owner Occupier	3.4
Most Deprived 10%	15.8
<b>Bristol Average</b>	<b>6.8</b>

**Additional comments:**

Research looking at national statistics suggested that disabled people and lone parents (majority of which are women) are more likely to be indebted. However, conclusive data looking at the relationship with debt and the other protected characteristics is not available. We are not able to establish a conclusive correlation between debt and gender reassignment, marriage and civil partnership, pregnancy and maternity, religion or belief, and sexual orientation.

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

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

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

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

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

We know that there are gaps in our diversity data for some protected characteristics citywide, especially where this has not historically been included in census and statutory reporting. We also know there are some gaps in our organisational diversity information - especially where personal and confidential information is voluntarily requested from staff. For example, only 1% of BCC residents have disclosed in diversity monitoring that they are Lesbian, Gay or Bisexual – however there is a high level of underreporting. We have additional data on Nationality, Ethnicity, Language & Self-certified disability.

Bristol City Council tenant profile information may not be reliable. A tenancy audit is completed by BCC approximated every 5 years during the life of a tenancy, however equalities data is given voluntarily with a “prefer not to say” option. Bristol City Council may not be advised of changes in personal circumstance between audits, and it is not always possible to carry out a new tenancy audits immediately at the start of a new tenancy. Information about Leaseholders and/or their tenants may not be available. An updated tenancy audit policy and related processes is currently being produced.

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

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

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

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

The policy was due for cyclical review June 2020, however in the later part of 2021, newly elected Cllr Tom Renhard and Director Donald Graham reviewed the policy, making some additions.

The changes to the policy are limited in scope to:

- The addition of Strategic Context Section.
- Re-wording and additions to Policy Statement to include further references to early intervention.

The policy will now be presented to Cabinet for approval. Jan 2022.

This is an updated version of an existing policy. The changes to the policy do not change the principles of rent collection or arrears enforcement, neither do they impact the resident’s experience.

We did not seek resident’s views on the changes to this policy.

## 2.5 How will engagement with stakeholders continue?

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

The Equality Action Plan 2020-21 for Housing and Landlord Services says:

Tenants participating in engagement and involvement methods are not representative of our tenant profile. We will review and update tenant involvement models making sure they are more representative. This work is underway via the Moving Forward Together Programme.



The Rental Income and Arrears Management Policy relies on the contractual relationship between the landlord and the tenant(s) via the tenancy agreement. A review of the Tenancy Agreement with tenant consultation is planned from April 2022.

### Step 3: Who might the proposal impact?

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

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

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

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

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

No significant negative impacts have been identified from the changes to the existing policy.

Being in debt is more than just having to pay money back. The financial burden causes a person to delay life plans, creates stress that affects their overall health, and impacts detrimentally on the whole family.

All tenants are affected as all tenants are expected to pay rent as per their tenancy agreement.

The policy emphasises the Councils' need to support tenants to pay their rent and take preventative action to stop a person from going into debt because of non-payment of rent. The policy balances this against the need to collect rent and pay that income forward into housing services and the impact high arrears can have on what can be offered.

The policy clearly sets out the council's responsibility in keeping the tenant informed of their rent arrears if relevant and action that is being taken. Correspondence with tenants takes into consideration any additional needs such as language or accessible formats for letters and contact.

There is provision within the policy for decisions to be made considering a tenant's individual circumstances.

Procedures that support the policy state that officers should familiarise themselves with the EqIA to ensure that they are able to offer support that might be specific for those groups who are most likely to go into arrears. Further procedures include a requirement to carry out a tenant information form that ensures the tenants individual circumstances are taken into consideration when working out how best to support a person to be able to make payments. This includes referrals to internal and external agencies specific to the person's needs that will include some services that offer targeted support to people with protected characteristics.

Because this effects on tenants is debt, much of the mitigations are the same – to offer support, advice, and signpost – procedures take this into account. Other resources are sited below.

[Housing - Bristol Mental Health](#)

[Help with debt - Citizens Advice](#)

#### PROTECTED CHARACTERISTICS

Age: Young People

Does your analysis indicate a disproportionate impact? Yes  No

Potential impacts:

Younger tenants are more likely to go have rent arrears and according to the Bristol Quality of Life Survey more likely to find it difficult to manage financially.

Mitigations:	<p>When contacting a resident between ages of 16 and 24 about their arrears to ensure a tenant information form is completed to discover what areas of their lives might be affecting their ability to pay and offer support, referrals.</p> <p>A useful source of information or to signpost tenants to is to Citizen's Advice - <a href="#">Help with debt - Citizens Advice</a></p>
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	People over 64 are less likely to be in rent arrears.
Mitigations:	We will offer support, advice, and signpost tenants. Some age specific information and advice can be found at Age UK - <a href="#">Debt advice   Age UK</a>
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<p>We do not have reliable data for our tenants relating to their disability, it is self-assigned and may be out of date, changed over time etc.</p> <p>Based on the information we do have, amongst our tenants, those who identify as having a disability are not disproportionately affected by rent arrears.</p> <p>However nationally we know that people with a disability are more likely to be in debt.</p> <p>People with neurological differences including Dyspraxia, Dyslexia, ADHD, Dyscalculia, Autism, or Tourette Syndrome etc. may require adjustments in the way we engage and communicate with people.</p>
Mitigations:	<p>When contacting a tenant who is known to have a disability or it emerges during the contact that they have a disability, action should be taken to ensure that our records are up to date with details of the disability but also the impacts that the person might be experiencing. Offer support and referral as appropriate.</p> <p>We will make reasonable adjustments for disabled people through our communications, such as making sure that communication is clear, concise, and unambiguous; setting out timescales to give sufficient advance notice; or managing any known issues around anxiety or sensory sensitivities for face-to-face meetings.</p> <p>There is further information about the challenges that may be faced by our disabled residents here - <a href="#">Disability residents and isolation</a></p>
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Women are more likely to be in rent arrears and nationally lone parents (who are more likely to be women) are more likely to be in debt. Similarly in Bristol Quality of Life survey shows single parents are more likely to have difficulty with finances.
Mitigations:	<p>We will offer support, advice, and signpost tenants. There are some specific challenges faced by women in debt and some further information can be gained from this organisation's web pages – <a href="#">How Women Are Affected By Debt - StepChange</a></p> <p>A useful source of information or to signpost tenants to is to Citizen's Advice - <a href="#">Help with debt</a>  <a href="#">Housing - Bristol Mental Health</a>  <a href="#">Help with debt - Citizens Advice</a></p>
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Lesbian, Gay and Bisexual people are more likely to find it difficult to manage financially.

Mitigations:	We will follow procedures to offer support including completion of the tenant information form Read up on <a href="http://housingdiversitynetwork.co.uk">LGBT layout (housingdiversitynetwork.co.uk)</a> A useful source of information or to signpost tenants to is to Citizen's Advice - <a href="#">Help with debt - Citizens Advice</a> <a href="#">Housing - Bristol Mental Health</a>
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	As above under heading 'sex' lone parents are more likely to have debt.
Mitigations:	See above mitigations under 'sex'
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	No impacts identified, but there may be similarities with the above – Sexual Orientation
Mitigations:	See above mitigations 'Sexual Orientation'
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Black, Minority and Ethnic tenants are more likely to be in arrears. According to Bristol Quality of Life Survey they are also more likely to have difficulty financially, Black/Black British being much higher at 23.7% of those asked compared to the average 6.8%.
Mitigations:	We will follow procedures and offer support including completion of the tenant information form. We will offer support, advice, and signpost tenants, the following resources may be useful. <a href="#">Housing - Bristol Mental Health</a> <a href="#">Help with debt - Citizens Advice</a>
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Tenants who are Muslim are more likely to have rent arrears.
Mitigations:	We will follow procedures and offer support including completion of the tenant information form. We will offer support, advice, and signpost tenants, the following resources may be useful. <a href="#">Housing - Bristol Mental Health</a> <a href="#">Help with debt - Citizens Advice</a>
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	No impacts identified
Mitigations:	NA
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Much of our housing stock is in the most deprived areas of Bristol and BCC residents are more likely to be impacted by socio-economic factors.  The deprivation gap in Bristol shows a difference of 14.8% for those with below average mental wellbeing between the most and least deprived.

Mitigations:	We will follow procedures and offer support including completion of the tenant information form. We will offer support, advice, and signpost tenants, the following resources may be useful. <a href="#">Housing - Bristol Mental Health</a> <a href="#">Help with debt - Citizens Advice</a>
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	16.9% of full-time carers in the Bristol Quality of Life Survey stated that they had difficulty financially compared to the average 6.8%. It can be reasoned that our tenants who are also full-time carers may be more likely to have rent arrears.
Mitigations:	We will follow procedures and offer support including completion of the tenant information form. We will offer support, advice, and signpost tenants, the following resources may be useful. <a href="#">Housing - Bristol Mental Health</a> <a href="#">Help with debt - Citizens Advice</a>
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	Some Asylum Seekers and Refugees for whom English is an additional language may have difficulty understanding written information about their rent or arrears.
Mitigations:	There is a commitment in the policy to inform residents of their responsibilities using a variety of methods and actions within procedures to ensure that when contact is made to check the residents' preferred method of communication.

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

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

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

By clearly setting out the council's rationale for rent recovery in policy there is an opportunity to address existing debt inequality for tenants on the basis of their protected characteristics.

## Step 4: Impact

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

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

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

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

The continued use of the policy does not negatively impact tenants - the policy aim to address known issues for equalities groups

There is evidence that some groups are disproportionately affected by rent arrears, which was found by the initial assessment. The changes to the policy do not have a further positive or negative effect.

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

The policy will promote equality of opportunity through clear procedures that ensure each tenant’s circumstances are taken into consideration and action is taken to support them to reduce their rental income arrears.

**4.2 Action Plan**

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

<b>Improvement / action required</b>	<b>Responsible Officer</b>	<b>Timescale</b>
Publish the policy and related procedures in the Housing Information Resource (HIR) where it is easily accessible for Income Officers.	Policy Officer	Following Sign Off
Publish the EqIA in the HIR accessible for officers to refer to should they need to access links to support for referrals	Policy Officer	Following Sign Off
Ensure that the tenant information form remains a requirement of the work with tenants to discuss their individual needs including those linked to protected characteristics.	Policy Officer	Following Sign Off

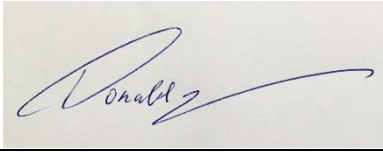
**4.3 How will the impact of your proposal and actions be measured?**

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

This policy will be reviewed and updated every two years, in an ongoing review cycle process. Individual Policy EqIA Statements will be updated at policy review stage following the cycle of review.

**Step 5: Review**

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

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off:</b> Donald Graham, Director Housing and Landlord Services 
Date: 24/1/2022	Date: 27/01/2022

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

## Decision Pathway – Report

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**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 03 March 2022

<b>TITLE</b>	<b>CIVICA CX write off request on former accounts</b>		
<b>Ward(s)</b>	All wards		
<b>Author:</b> Mark Kempt	<b>Job title:</b> Income and Leasehold Manager		
<b>Cabinet lead:</b> Cllr Tom Renhard, Cabinet Member Housing Delivery and Homes	<b>Executive Director lead:</b> Stephen Peacock, Executive Director Growth and Regeneration		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member			
<b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>			
To seek approval to write off former tenant debts held on CIVICA CX which are over three years old			
Evidence Base			
<ol style="list-style-type: none"> <li>1. During the pandemic focus has been made on supporting residents with current arrears, setting up affordable repayment plans and sign posting for support where applicable. The Housing Revenue Account’s primary source of income is from rents paid by tenants and is essential to the delivery of landlord services to tenants and to continue to provide housing for those who need it.</li> <li>2. The vast majority of income due is collected and a robust process to collect and chase debt is in place to ensure those who can pay do, and there with support and guidance provided to tenants who may struggle. Even with this support, it is inevitable there are some instances where debts aren’t recoverable.</li> <li>3. The former tenant debts which are presented in appendix A are all over three years old and predate the pandemic.</li> <li>4. Former tenant debts over three years old are financially impaired 100% and are therefore within budget.</li> <li>5. It is not expected that any of these amounts will be recovered, and it would be uneconomical to pursue these due to the age of the debt. On this basis the debt should be processed via a bulk write off before year end (2021-22).</li> <li>6. All of the 3,446 accounts meet the criterion of the report which takes into consideration the age of the debt which must be over three years old and no payment has been received within the last twelve months. All accounts are former not current tenants with arrears on their current account.</li> <li>7. Former Tenant Arrears over three years are 100% financially impaired, and in this instance, it is uneconomical to pursue these debts and this exercise ensures good housekeeping in line with previous audit recommendations on former tenant debt.</li> <li>8. Since April 2021 write offs are presented to Homes &amp; Landlords Senior Leadership on a quarterly basis. The debts presented here are legacy debts which require writing off in line with our policy.</li> </ol>			

9. In the course of collecting debt it is recognised that cases will arise where full payment or repayment is unlikely to be made, and where continued recovery action is ineffective or not economic, or where any possible arrangement will not lead to the debt being settled in realistic and reasonable timescales. In this instance the debt is written off and no longer pursued. The Finance Scheme of Delegation sets out delegated authority to write-off any debt due to the Council. As these collective former debts total over £500,000 the bulk write off requires Cabinet approval.

**Cabinet Member / Officer Recommendations:**

That Cabinet:

1. Authorise the Executive Director Growth and Regeneration in consultation with the Cabinet Member Housing Delivery and Homes to take all steps required to process a bulk write off of £1,538,592 debt as outlined in this report, in accordance with the Former Tenant Write off and Arrears policy.

**Corporate Strategy alignment:**

**Homes:** Deliver a programme that increases housing stock, by building new homes and increasing the supply of affordable and social housing. This is part of finalising a 30-year business plan for the Housing Revenue Account (HRA)

**City Benefits:**

Rental income is the main source of funding for a range of services provided by Bristol City Council to residents including, but not limited to essential services such as day to day repairs, investment in homes and managing tenancies.

**Consultation Details:**

Housing & Landlords Senior Leadership Team  
Cabinet Member

**Background Documents:**

*External*

1. Landlord and Tenant (Covenants) Act 1995
2. Pre-Court Action Protocol for Debt Claims, Ministry of Justice
3. Housing Act 1996(IT's)
4. Protection from Eviction Act 1977
5. Limitation Act 1980
6. Equalities Act 2010
7. Human Rights Act 1998
8. Welfare Reform Act 2012

*Internal*

1. HomeChoice Bristol Allocations Policy
2. Former Tenant Arrears and Write-off Policy
3. Equality and Inclusion Policy & Strategy 2018-2023

<b>Revenue Cost</b>	<b>£1.538m</b>	<b>Source of Revenue Funding</b>	Debt Provision
<b>Capital Cost</b>	<b>£0</b>	<b>Source of Capital Funding</b>	-
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:**

Provision for the debt write off is made in accordance with the current corporate policy and included within the respective budgets. Provision for debt is an accounting process representing risk to non-collection, and the revenue

impact occurs when provision is made. The actual loss is “incurred” when the decision is taken to write off the debt and not to pursue payment. The debts within the report are fully provided for and would have no revenue impact to the Council.

It is necessary to regularly review aged debt and write-off when it is deemed irrecoverable or not economically to pursue, i.e. the costs to pursue would outweigh the income being collected. Without writing off debt where appropriate the Council would be overstating the amount owed to it within its financial accounts.

The debt requested for write off in this report (£1.538m) includes £0.254m of temporary accommodation debt which is general fund, with the remaining balance of £1.285m belonging to the HRA.

Following an internal audit review a revised write off process has been implemented with Housing to manage and review old debt more proactively. During the last two years since impact of covid focus has been on supporting priority debt i.e. supporting current tenants with arrears.

As at time of writing the total HRA outstanding debt total £13.1m, of which £8.5m relates to current tenants rent debt, with £4.6m relating to all other debt such as former tenants and other non-rent charges.

A review of debt older than three years has been undertaken for which there has been no activity or payments during the last 12 months. There are 3,447 accounts with an average debt of £446 per account. Reviewing this historic debt and considering the likelihood of collecting it is considered better value for money to direct resource to manage £8.5m of current tenant priority debts and other active debts.

**Finance Business Partner:** Michael Pilcher, Chief Accountant 23/02/2022

**2. Legal Advice:** Any writes offs of monies due to the Council must be in accordance with both the policy and the Financial regulations. The Policy has been appended to this report and it provides a link to the financial regulations. In this instance Cabinet approval is required due to the size of the debt. If the decision maker is satisfied on the information provided, that repayment is unlikely to be made, and where continued recovery action is ineffective or not economic, and/or where any possible arrangement will not lead to the debt being settled in realistic and reasonable timescales the debt may be written off and no longer pursued.

**Legal Team Leader:** Anne Nugent - Litigation Regulatory and Community Team 17 January 2022

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

**IT Team Leader:** Gavin Arbuckle Head of Service Improvement and Performance: 06 January 2022

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

**HR Partner:** Celia Williams, HR Business Partner – Growth and Regeneration 6 January 2022

<b>EDM Sign-off</b>	Stephen Peacock Executive Director Growth and Regeneration	12 January 2022
<b>Cabinet Member sign-off</b>	Cllr Tom Renhard, Cabinet Member Housing Delivery and Homes	17 January 2022
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	31 January 2022

<b>Appendix A – Further essential background / detail on the proposal</b> Debt Write Off appendix – attached separately	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>



<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>NO</b>
<b>Appendix G – Financial Advice)</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>No</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>



# Cabinet report

## *CIVICA CX write off request on former accounts*

### **1. Background**

The Income and Leasehold Service has carried out significant work over the last two years reviewing processes and practices to improve performance across the service. These improvements enabled us to enhance our offer to residents. We were able to respond more effectively to residents often complex debt issues, debts further enhanced because of covid 19. We placed a clear emphasis on supporting resident to sustain tenancies by assisting them obtain support & address often long-standing debt concerns.

Two internal audits were carried out in 2019 and 2021, recommendations for both have been implemented, alongside this, the service has taken an outwardly focused approach to rental income collection and best practice, by benchmarking and meeting other Landlords to learn and improve our service offer & delivery to residents.

Working closely with the Cabinet Member for Housing the Income service has adopted an holistic person-centred approach to rent collection, sign posting and supporting residents for budgeting and financial support, supporting residents with Universal Credit claims, Discretionary Housing Benefit where applicable and employment support.

#### ***Highlighted work:***

- Focus on tenancy sustainability - arranging affordable repayment plans with residents
- Implementation of predicated analytical technology which supports early intervention for tenants facing financial difficulties
- Home visits carried out to non-engaging or vulnerable residents during the pandemic, visits remain ongoing & are now embedded in our service offer
- £1m Discretionary Housing Benefit claimed for residents with our direct support
- Increased income collection rate of 1.25% (£1.5m) during 2021-22
- Partnership working with DWP – officers working from Job Centres to respond to queries from DWP colleagues and residents who require advice and support around rent arrears
- Review of internal processes and implementation of sign off levels for enforcement work
- Complete review of letters and communications – use of plain English engaging text, move towards telephone calls, text messaging and email – resulting in savings in operational costs and a higher response rate from residents
- Implementation of quarterly write off process to manage bad debt – previously not reviewed

### **2. Impairment and bad debt**

Historically the service has not managed bad debt in a periodical way. Former tenant debts have built up on the system over time and this has affected and inflated the overall figure for total arrears. We introduced quarterly bad debt reporting to Homes & Landlords Services Leadership Team in 2021, however legacy bad debt remained an issue which needed to be addressed.

HRA Finance have confirmed that former tenant debts over three years old are 100% impaired and that the writing down of these amounts have already been budgeted for. It is not expected that any

of these amounts will be recovered and, on this basis, the CIVICA CX debt be reviewed and processed for bulk write off before the year end = £1,538,592

General Fund former tenant short-term lettings are 100% impaired after 12 months and are included in this paper as these are held on CIVICA CX.

### 3. Former accounts on CIVICA CX

The reporting tool takes into consideration the following criteria:

- If the balance is in arrears
- That no payment has been made within the last twelve months
- The arrears CX policy action has not been progressed in the last twelve months
- That the former account is over three years old as of 4 January 2022

The table below shows the tenure type of former accounts eligible for write off on CIVICA CX

Tenure Type	Sum	Count
Secure former tenant accounts	£ 1,101,397.91	1813
<b>Short-Term Letting (Not HRA)</b>	<b>£ 253,560.37</b>	<b>1283</b>
Use & Occupation	£ 117,115.63	131
Introductory former tenant accounts	£ 47,915.78	91
Unsecure	£ 6,358.92	13
Youth Project	£ 4,628.10	39
Garage (Council Let)	£ 4,240.50	21
Miscellaneous	£ 3,374.54	55
<b>Total</b>	<b>£ 1,538,591.75</b>	<b>3446</b>

The table below shows the breakdown of the same accounts by arrears band

Row Labels	Sum	Count
(B)_£0-£50	£ 19,581.86	1120
(C)_£50-£100	£ 32,854.66	447
(D)_£100-£250	£ 98,773.07	616
(E)_£250-£500	£ 173,239.36	495
(F)_£500-£1000	£ 238,372.30	339
(G)_£1000-£2500	£ 468,945.86	307
(H)_£2500	£ 506,824.64	122
<b>Grand Total</b>	<b>£ 1,538,591.75</b>	<b>3446</b>

Title: Rental Income and Arrears Policy	
<input checked="" type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Growth and Regeneration	Lead Officer name: Mark Kempt
Service Area: Income Management	Lead Officer role: Income and Leasehold Manager

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

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

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

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

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

A policy (Rental Income and Arrears Management Policy) outlining Bristol City Council’s intent to collect rent and the conditions that are attached to that as set out in the tenancy agreements, was written and subsequently agreed in June 2020, with an agreed accompanying EqIA.

Procedures that support the policy state that officers should familiarise themselves with the EqIA to ensure that they are able to offer support that might be specific for those groups who are most likely to go into arrears.

The aims and objectives of the policy are to:

- To maximise income collection and ensure effective management of rent collection.
- To minimise arrears through early intervention, advice and support that helps residents maintain their tenancy and avoid eviction.
- To provide a clear framework for staff of their responsibilities for rental income management and arrears recovery.
- To ensure we advise and support residents to maximise the use of housing related benefits prior to using any enforcement proceedings.
- To explain the responsibility of residents regarding paying rent, charges related to the property and arrears, and how and where those payments can be made.
- To communicate with residents by all means available and in accessible language to help them manage their debts.
- To refer tenants and residents to third party advice agencies for independent support and advice including referrals to Housing Related Support for those residents identified as ‘vulnerable’. (Vulnerable Tenants Policy)
- To afford residents every opportunity to fulfil their obligations in terms of repaying arrears before taking initial or escalating existing enforcement action.

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

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

## 1.3 Will the proposal have an equality impact?

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

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

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

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

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

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

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

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

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

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
BCC Report Viewer / Tenants and Leaseholders / All tenants, residents, and leaseholders	<ul style="list-style-type: none"> <li>19.14% of residents are Black, Asian and minority ethnicity.</li> <li>Over half are women. (60%)</li> <li>Most BCC residents are aged 25-74, with a high proportion aged 45-54.</li> <li>27% of residents are disabled people. The three most recorded impairment categories are 'long term illness', 'mental distress', and 'mobility impairment'</li> <li>29% of BCC residents are Christian and 8% are Muslim</li> </ul>

	<ul style="list-style-type: none"> <li>3% of BCC residents report that they require assistance for written and or spoken English</li> </ul>																																												
Internal Team – Moving Forward Together shared data from March 2021.	<table border="1"> <thead> <tr> <th></th> <th>Bristol</th> <th>Tenants</th> <th>Housing and Landlord Services Teams</th> </tr> </thead> <tbody> <tr> <td>Black, Asian and Minority Ethnicity</td> <td>16%</td> <td>19%</td> <td>11%</td> </tr> <tr> <td>Female</td> <td>50%</td> <td>61%</td> <td>37%</td> </tr> <tr> <td>Male</td> <td>50%</td> <td>38%</td> <td>63%</td> </tr> <tr> <td>Disabled people</td> <td>8%</td> <td>28%</td> <td>9%</td> </tr> <tr> <td>Lesbian, Gay and Bisexual</td> <td>9%</td> <td>1%</td> <td>4%</td> </tr> <tr> <td>Trans</td> <td>No data</td> <td>No data</td> <td>0</td> </tr> <tr> <td>Age 16 – 24</td> <td>16%</td> <td>2%</td> <td>5%</td> </tr> <tr> <td>Age 25 – 49</td> <td>39%</td> <td>15%* (25-44)</td> <td>28%</td> </tr> <tr> <td>Age 50-64</td> <td>14%</td> <td>37%</td> <td>37%</td> </tr> <tr> <td>Age 65+</td> <td>13%</td> <td>3%</td> <td>3%</td> </tr> </tbody> </table>		Bristol	Tenants	Housing and Landlord Services Teams	Black, Asian and Minority Ethnicity	16%	19%	11%	Female	50%	61%	37%	Male	50%	38%	63%	Disabled people	8%	28%	9%	Lesbian, Gay and Bisexual	9%	1%	4%	Trans	No data	No data	0	Age 16 – 24	16%	2%	5%	Age 25 – 49	39%	15%* (25-44)	28%	Age 50-64	14%	37%	37%	Age 65+	13%	3%	3%
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BCC report viewer rent arrears specific	<ul style="list-style-type: none"> <li>Black Asian and minority ethnic tenants have higher than average arrears in every band, and lower than average in the zero balance or credit categories.</li> <li>Muslim residents are overrepresented in majority of arrears bands.</li> </ul> <table border="1"> <thead> <tr> <th></th> <th>Credit</th> <th>Zero</th> <th>£0-50</th> <th>£50-100</th> <th>£100-250</th> <th>£250-500</th> <th>£500-1000</th> <th>£1000-2500</th> <th>&gt;£2500</th> </tr> </thead> <tbody> <tr> <td>Black Asian &amp; minority Ethnic %</td> <td>36.55</td> <td>13.98</td> <td>6.22</td> <td>4.99</td> <td>10.05</td> <td>10.56</td> <td>7.08</td> <td>7.11</td> <td>3.45</td> </tr> <tr> <td>Muslim %</td> <td>35.58</td> <td>12.83</td> <td>6.81</td> <td>5.88</td> <td>10.46</td> <td>11.47</td> <td>7.27</td> <td>6.74</td> <td>2.97</td> </tr> <tr> <td><b>Av.%</b></td> <td><b>41.08</b></td> <td><b>17.52</b></td> <td><b>5.46</b></td> <td><b>4.96</b></td> <td><b>8.05</b></td> <td><b>7.92</b></td> <td><b>6.01</b></td> <td><b>6.04</b></td> <td><b>2.96</b></td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>Men and women are fairly evenly represented in terms of the average arrears – however women are marginally more likely to owe arrears than men and more likely to owe higher amounts. (this could be accounted for by the fact that more tenants are women e.g. 6.58% women compared to 4.98% owe between £500-£1k.</li> <li>Gay men are more likely to have arrears of £100-250 at 10.24 compared to the average 8.05%. Gay/Lesbian women are less likely to be in arrears until the top bracket of over £2500 at 3.23% compared with the average 2.96%.</li> <li>People with a known disability less likely to be in credit but also less likely to be in arrears in every band</li> </ul>		Credit	Zero	£0-50	£50-100	£100-250	£250-500	£500-1000	£1000-2500	>£2500	Black Asian & minority Ethnic %	36.55	13.98	6.22	4.99	10.05	10.56	7.08	7.11	3.45	Muslim %	35.58	12.83	6.81	5.88	10.46	11.47	7.27	6.74	2.97	<b>Av.%</b>	<b>41.08</b>	<b>17.52</b>	<b>5.46</b>	<b>4.96</b>	<b>8.05</b>	<b>7.92</b>	<b>6.01</b>	<b>6.04</b>	<b>2.96</b>				
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White Minority Ethnic	7.5
White British	6.0
Asian/Asian British	8.3
Black/Black British	23.7
Mixed Ethnicity	9.8
White	6.2
Lesbian Gay or Bisexual	11.5
No Religion or Faith	6.3
Christian Religion	5.7
Other Religions	23.3
Carer	8.9
Full Time Carer	16.9
Part Time Carer	6.3
Single Parent	22.7
Two Parent	5.8
Parent (all)	7.8
No Qualifications	10.3
Non-Degree Qualified	9.9
Degree Qualified	5.1
Rented (Council)	20.4
Rented (HA)	19.6
Rented (Private)	11.5
Owner Occupier	3.4
Most Deprived 10%	15.8
<b>Bristol Average</b>	<b>6.8</b>

**Additional comments:**

Research looking at national statistics suggested that disabled people and lone parents (majority of which are women) are more likely to be indebted. However, conclusive data looking at the relationship with debt and the other protected characteristics is not available. We are not able to establish a conclusive correlation between debt and gender reassignment, marriage and civil partnership, pregnancy and maternity, religion or belief, and sexual orientation.

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

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

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

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

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

We know that there are gaps in our diversity data for some protected characteristics citywide, especially where this has not historically been included in census and statutory reporting. We also know there are some gaps in our organisational diversity information - especially where personal and confidential information is voluntarily requested from staff. For example, only 1% of BCC residents have disclosed in diversity monitoring that they are Lesbian, Gay or Bisexual – however there is a high level of underreporting. We have additional data on Nationality, Ethnicity, Language & Self-certified disability.

Bristol City Council tenant profile information may not be reliable. A tenancy audit is completed by BCC approximated every 5 years during the life of a tenancy, however equalities data is given voluntarily with a “prefer not to say” option. Bristol City Council may not be advised of changes in personal circumstance between audits, and it is not always possible to carry out a new tenancy audits immediately at the start of a new tenancy. Information about Leaseholders and/or their tenants may not be available. An updated tenancy audit policy and related processes is currently being produced.

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

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

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

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

The policy was due for cyclical review June 2020, however in the later part of 2021, newly elected Cllr Tom Renhard and Director Donald Graham reviewed the policy, making some additions.

The changes to the policy are limited in scope to:

- The addition of Strategic Context Section.
- Re-wording and additions to Policy Statement to include further references to early intervention.

The policy will now be presented to Cabinet for approval. Jan 2022.

This is an updated version of an existing policy. The changes to the policy do not change the principles of rent collection or arrears enforcement, neither do they impact the resident’s experience.

We did not seek resident’s views on the changes to this policy.

## 2.5 How will engagement with stakeholders continue?

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

The Equality Action Plan 2020-21 for Housing and Landlord Services says:

Tenants participating in engagement and involvement methods are not representative of our tenant profile. We will review and update tenant involvement models making sure they are more representative. This work is underway via the Moving Forward Together Programme.



The Rental Income and Arrears Management Policy relies on the contractual relationship between the landlord and the tenant(s) via the tenancy agreement. A review of the Tenancy Agreement with tenant consultation is planned from April 2022.

### Step 3: Who might the proposal impact?

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

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

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

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

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

No significant negative impacts have been identified from the changes to the existing policy.

Being in debt is more than just having to pay money back. The financial burden causes a person to delay life plans, creates stress that affects their overall health, and impacts detrimentally on the whole family.

All tenants are affected as all tenants are expected to pay rent as per their tenancy agreement.

The policy emphasises the Councils' need to support tenants to pay their rent and take preventative action to stop a person from going into debt because of non-payment of rent. The policy balances this against the need to collect rent and pay that income forward into housing services and the impact high arrears can have on what can be offered.

The policy clearly sets out the council's responsibility in keeping the tenant informed of their rent arrears if relevant and action that is being taken. Correspondence with tenants takes into consideration any additional needs such as language or accessible formats for letters and contact.

There is provision within the policy for decisions to be made considering a tenant's individual circumstances.

Procedures that support the policy state that officers should familiarise themselves with the EqIA to ensure that they are able to offer support that might be specific for those groups who are most likely to go into arrears. Further procedures include a requirement to carry out a tenant information form that ensures the tenants individual circumstances are taken into consideration when working out how best to support a person to be able to make payments. This includes referrals to internal and external agencies specific to the person's needs that will include some services that offer targeted support to people with protected characteristics.

Because this effects on tenants is debt, much of the mitigations are the same – to offer support, advice, and signpost – procedures take this into account. Other resources are sited below.

[Housing - Bristol Mental Health](#)

[Help with debt - Citizens Advice](#)

#### PROTECTED CHARACTERISTICS

Age: Young People

Does your analysis indicate a disproportionate impact? Yes  No

Potential impacts:

Younger tenants are more likely to go have rent arrears and according to the Bristol Quality of Life Survey more likely to find it difficult to manage financially.

Mitigations:	<p>When contacting a resident between ages of 16 and 24 about their arrears to ensure a tenant information form is completed to discover what areas of their lives might be affecting their ability to pay and offer support, referrals.</p> <p>A useful source of information or to signpost tenants to is to Citizen's Advice - <a href="#">Help with debt - Citizens Advice</a></p>
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	People over 64 are less likely to be in rent arrears.
Mitigations:	We will offer support, advice, and signpost tenants. Some age specific information and advice can be found at Age UK - <a href="#">Debt advice   Age UK</a>
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<p>We do not have reliable data for our tenants relating to their disability, it is self-assigned and may be out of date, changed over time etc.</p> <p>Based on the information we do have, amongst our tenants, those who identify as having a disability are not disproportionately affected by rent arrears.</p> <p>However nationally we know that people with a disability are more likely to be in debt.</p> <p>People with neurological differences including Dyspraxia, Dyslexia, ADHD, Dyscalculia, Autism, or Tourette Syndrome etc. may require adjustments in the way we engage and communicate with people.</p>
Mitigations:	<p>When contacting a tenant who is known to have a disability or it emerges during the contact that they have a disability, action should be taken to ensure that our records are up to date with details of the disability but also the impacts that the person might be experiencing. Offer support and referral as appropriate.</p> <p>We will make reasonable adjustments for disabled people through our communications, such as making sure that communication is clear, concise, and unambiguous; setting out timescales to give sufficient advance notice; or managing any known issues around anxiety or sensory sensitivities for face-to-face meetings.</p> <p>There is further information about the challenges that may be faced by our disabled residents here - <a href="#">Disability residents and isolation</a></p>
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Women are more likely to be in rent arrears and nationally lone parents (who are more likely to be women) are more likely to be in debt. Similarly in Bristol Quality of Life survey shows single parents are more likely to have difficulty with finances.
Mitigations:	<p>We will offer support, advice, and signpost tenants. There are some specific challenges faced by women in debt and some further information can be gained from this organisation's web pages – <a href="#">How Women Are Affected By Debt - StepChange</a></p> <p>A useful source of information or to signpost tenants to is to Citizen's Advice - <a href="#">Help with debt</a>  <a href="#">Housing - Bristol Mental Health</a>  <a href="#">Help with debt - Citizens Advice</a></p>
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Lesbian, Gay and Bisexual people are more likely to find it difficult to manage financially.

Mitigations:	We will follow procedures to offer support including completion of the tenant information form Read up on <a href="http://housingdiversitynetwork.co.uk">LGBT layout (housingdiversitynetwork.co.uk)</a> A useful source of information or to signpost tenants to is to Citizen's Advice - <a href="#">Help with debt - Citizens Advice</a> <a href="#">Housing - Bristol Mental Health</a>
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	As above under heading 'sex' lone parents are more likely to have debt.
Mitigations:	See above mitigations under 'sex'
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	No impacts identified, but there may be similarities with the above – Sexual Orientation
Mitigations:	See above mitigations 'Sexual Orientation'
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Black, Minority and Ethnic tenants are more likely to be in arrears. According to Bristol Quality of Life Survey they are also more likely to have difficulty financially, Black/Black British being much higher at 23.7% of those asked compared to the average 6.8%.
Mitigations:	We will follow procedures and offer support including completion of the tenant information form. We will offer support, advice, and signpost tenants, the following resources may be useful. <a href="#">Housing - Bristol Mental Health</a> <a href="#">Help with debt - Citizens Advice</a>
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Tenants who are Muslim are more likely to have rent arrears.
Mitigations:	We will follow procedures and offer support including completion of the tenant information form. We will offer support, advice, and signpost tenants, the following resources may be useful. <a href="#">Housing - Bristol Mental Health</a> <a href="#">Help with debt - Citizens Advice</a>
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	No impacts identified
Mitigations:	NA
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Much of our housing stock is in the most deprived areas of Bristol and BCC residents are more likely to be impacted by socio-economic factors.  The deprivation gap in Bristol shows a difference of 14.8% for those with below average mental wellbeing between the most and least deprived.

Mitigations:	We will follow procedures and offer support including completion of the tenant information form. We will offer support, advice, and signpost tenants, the following resources may be useful. <a href="#">Housing - Bristol Mental Health</a> <a href="#">Help with debt - Citizens Advice</a>
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	16.9% of full-time carers in the Bristol Quality of Life Survey stated that they had difficulty financially compared to the average 6.8%. It can be reasoned that our tenants who are also full-time carers may be more likely to have rent arrears.
Mitigations:	We will follow procedures and offer support including completion of the tenant information form. We will offer support, advice, and signpost tenants, the following resources may be useful. <a href="#">Housing - Bristol Mental Health</a> <a href="#">Help with debt - Citizens Advice</a>
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	Some Asylum Seekers and Refugees for whom English is an additional language may have difficulty understanding written information about their rent or arrears.
Mitigations:	There is a commitment in the policy to inform residents of their responsibilities using a variety of methods and actions within procedures to ensure that when contact is made to check the residents' preferred method of communication.

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

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

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

By clearly setting out the council's rationale for rent recovery in policy there is an opportunity to address existing debt inequality for tenants on the basis of their protected characteristics.

## Step 4: Impact

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

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

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

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

The continued use of the policy does not negatively impact tenants - the policy aim to address known issues for equalities groups

There is evidence that some groups are disproportionately affected by rent arrears, which was found by the initial assessment. The changes to the policy do not have a further positive or negative effect.

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

The policy will promote equality of opportunity through clear procedures that ensure each tenant’s circumstances are taken into consideration and action is taken to support them to reduce their rental income arrears.

**4.2 Action Plan**

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

<b>Improvement / action required</b>	<b>Responsible Officer</b>	<b>Timescale</b>
Publish the policy and related procedures in the Housing Information Resource (HIR) where it is easily accessible for Income Officers.	Policy Officer	Following Sign Off
Publish the EqIA in the HIR accessible for officers to refer to should they need to access links to support for referrals	Policy Officer	Following Sign Off
Ensure that the tenant information form remains a requirement of the work with tenants to discuss their individual needs including those linked to protected characteristics.	Policy Officer	Following Sign Off

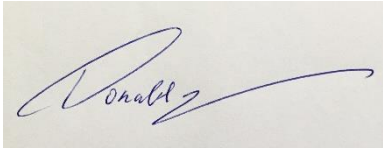
**4.3 How will the impact of your proposal and actions be measured?**

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

This policy will be reviewed and updated every two years, in an ongoing review cycle process. Individual Policy EqIA Statements will be updated at policy review stage following the cycle of review.

**Step 5: Review**

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

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off:</b> Donald Graham, Director Housing and Landlord Services 
Date: 24/1/2022	Date: 27/01/2022

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



# Decision Pathway – Report

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 03 March 2022

<b>TITLE</b>	Metrobus upgrade package (MEP)		
<b>Ward(s)</b>	Citywide		
<b>Authors:</b> Toby Clayton (MEP) John Roy (BSU)	<b>Job title:</b> Public Transport Officer Transport Delivery Manager		
<b>Cabinet lead:</b> Cllr Don Alexander, Cabinet Member Transport	<b>Executive Director lead:</b> Stephen Peacock, Executive Director Growth and Regeneration		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet			
<p><b>Purpose of Report:</b>  <u>metrobus upgrade package</u></p> <ol style="list-style-type: none"> <li>To seek approval to apply for and spend a sum of £649,657.00 of the Transforming Cities Fund, granted by the West of England Combined Authority (WECA) (TBD). The funding will be split between the upgrading of the two existing Thurlestone bus stops on Bamfield to a metrobus standard, and the improvement of the junction at Stoke Lane/Stoke Gate (near the Begbrook metrobus stops).</li> </ol> <p><u>Budget Summary Update</u></p> <ol style="list-style-type: none"> <li>Cabinet to note the reasons for the increase in budget, recommended for approval at January 2022 Cabinet (<a href="https://www.moderngov.com/d/5290167/p/1">ModernGov - bristol.gov.uk</a>) and subject to Full Council approval on 2 March, for the metrobus programme, comprising the three individual projects, namely;             <ol style="list-style-type: none"> <li>Ashton Vale to Temple Meads.</li> <li>North Fringe to Hengrove Package.</li> <li>South Bristol Link.</li> </ol> </li> <li>Cabinet to note the details set out in exempt appendix I.</li> <li>Cabinet to note the measures both implemented and being implemented to improve delivery of capital programmes within City Transport and Highways &amp; Traffic Services.</li> </ol>			
<p><b>Evidence Base:</b>  <u>Metrobus upgrade package</u></p> <p>The metrobus consolidation package is a collective of measures to make enhancements to the metrobus network. The package of works includes measures such as fleet upgrades, and additional infrastructure (e.g. metrobus shelters and iPoints), as set out in the Joint Local Transport Plan.</p> <ol style="list-style-type: none"> <li>Bamfield is served by the m1 which stops at Paddock Gardens at the southern end of the road and Alverstoke at the northern end of the road, there is circa 1.5km between the stops, a distance believed to be too large by local residents and councillors. Since the inception of metrobus in 2018 there have been calls from the local residents and ward councillors to install metrobus stops at the existing Thurlestone bus stops. The provision of metrobus stops at Thurlestone, would improve accessibility to the public transport network for residents living in the middle, and to the east of Bamfield. Additionally, connectivity to employment, education, and services would be improved should these proposals be implemented.</li> <li>Over the past couple of years, the BCC Public Transport Team have received complaints from First about poor driver visibility for buses turning right out of Stoke Gate, on to Stoke Lane. The poor driver visibility appears to be attributed to the verge adjacent to the carriageway and the height of the road sign on the southbound section of the carriageway. A</li> </ol>			

regular maintenance regime for the verge has been agreed upon, however the height of the sign is still restricting the view of bus drivers. By raising the sign to a clearance of 2.5m bus driver visibility of southbound travelling traffic will be improved. Drivers have also reported being held at the junction for a period of time due to standing traffic blocking the junction mouth. This issue is most imposing during peak hours, when there are many vehicles queuing back on the southbound section of the carriageway from the traffic lights, between Stoke Lane and Frenchay Park Road, past the junction with Stoke Gate and towards the University of the West of England. Inserting a yellow box junction and preventing the traffic from blocking the junction mouth at Stoke Gate would improve bus reliability and punctuality.

#### Budget Summary Update

The budget uplift of £5m, as recommended by Cabinet in January 2022, is the maximum amount that officers believe will occur in completing the metrobus programme and officers believe the actual costs will be significantly lower than this figure. This budget will go before Full Council on 2 March for approval. There are a range of reasons for the cost increases, across the whole of the programme, but the two main items relate to residual work to completion, contractor's claims as well as ongoing discussions with partner Local Authority regarding their share of costs as detailed by the Joint Promotion Agreement. Some of this information is commercially sensitive and as such is contained in exempt Appendix I.

#### Lessons learned

Officers have carried out a Lessons Learned exercise for the metrobus programme and have implemented several new project and programme governance measures, within the Wider Transport Services, which will improve delivery and management of major projects and programmes such as metrobus. Officers believe these changes bring the Wider Transport Services in line with the Council Project Management Office, as part of the Common Activities Programme, in relation to capital programme delivery as well as addressing emerging themes from the City Transport Portfolio Management project, being undertaken by our Strategic Partner.

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

That Cabinet:

##### Metrobus upgrade package

1. Authorise the Executive Director Growth and Regeneration in consultation with the Cabinet Member Transport to submit a grant funding bid to WECA for £649,657.00 and if successful, take all necessary steps to agree the terms of the grant award and spend the funding to deliver the projects outlined in the report including procuring all necessary goods, service and works contracts (which may be over £500k) within the grant funding limit.

##### Budget Summary Update

2. Note the Director Legal and Democratic Services in consultation with the Executive Director Growth and Regeneration s151 Officer and Cabinet Member for Transport will where relevant take all steps required to agree a settlement in relation to the matters set out in exempt appendix I and any other claims within the maximum budget envelope set out in this report which is subject to Full Council approval on 2 March.

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

1. Improved access to public transport will, increase access to employment (ES2), help the city achieve carbon neutrality through a modal shift (ENV1), and promote social inclusion and community participation (HC4) (consequently benefits on health and wellbeing (HCW2)).
2. The project will help to deliver on improved bus services (TC2), better infrastructure (TC4), and better connectivity (TC1). The project also hopes to promote safe and active travel (TC3).
3. Our Transport - Delivering an integrated, accessible, and sustainable public transport system is essential to our city's future. We will address the importance of getting Bristol moving, from protecting pedestrians to planning integrated travel to join up our city. We want an affordable, low carbon, accessible, clean, efficient, and reliable transport network to achieve a more competitive economy and better connected, more active and healthy communities and to see metrobus services fully operational as part of the wider public transport network.
4. Place - Bristol needs to maintain and grow its strong economy but it must be the right kind of economy where everyone benefits from its success. We will plan for enough and the right type of employment space in our city and the transport systems to support it.

#### **City Benefits:**

1. Improved accessibility to an affordable mode of public transport, consequently improving connectivity to jobs, education, training, healthcare, and other activities for citizens
2. Project encourages the uptake of more sustainable travel methods (e.g. public transport, walking, cycling) which will help to improve Bristol's air quality, with consequent benefits on the health and wellbeing of citizens
3. Enhanced safety for passengers and pedestrians at the bus stops, and road users at Stoke Lane/Stoke Gate
4. metrobus has launched 3 successful services that carried about 4m passenger journeys per year before travel restrictions were imposed due to Covid. The services are operated with new, low emission vehicles. metrobus introduced



widespread bus segregation or priority for buses and an entirely off-bus ticketing regime, which has resulted in quicker boarding times and more reliable journeys. metrobus has provided significantly improved connections between south and north Bristol and for several new or promised housing developments in the sub-region, including Wapping Wharf, Lyde Green, Ashton Vale, and Harry Stoke.

**Consultation Details:**

1. Proposal has been discussed with the Transport Management Team (TMT)
2. The QA board and internal teams on the stakeholder list required for QA progression – project currently has QA2 sign off (delegated to QA board member)
3. WECA/South Gloucestershire Council/Atkins – stakeholders preparing the full business case
4. No consultation has been carried out in relation to this specific Cabinet report but consultation was carried out in developing the metrobus programme, details of which can be found in previous Cabinet reports (please see below).

**Background Documents:**

Metrobus upgrade package

1. National Bus Strategy - [Bus Back Better \(publishing.service.gov.uk\)](http://publishing.service.gov.uk)
2. WECA Bus Service Improvement Plan - [West of England Bus Service Improvement Plan \(westofengland-ca.gov.uk\)](http://westofengland-ca.gov.uk)
3. Page 132 and 177 of the Joint Local Transport Plan 4 - [Joint Local Transport Plan 4 2020-2036 \(westofengland-ca.gov.uk\)](http://westofengland-ca.gov.uk)

Budget Summary Update

4. Bristol City Council Cabinet Report 2nd February 2009 - [https://www.bristol.gov.uk/committee/2009/ua/agenda/0202\\_1800\\_ua000.html](https://www.bristol.gov.uk/committee/2009/ua/agenda/0202_1800_ua000.html);
5. Bristol City Council Cabinet Report 10th December 2009 - [https://www.bristol.gov.uk/committee/2009/ua/agenda/1210\\_1800\\_ua000.html](https://www.bristol.gov.uk/committee/2009/ua/agenda/1210_1800_ua000.html)
6. Bristol City Council Full Council 19th January 2010 - [https://www.bristol.gov.uk/committee/2010/ta/agenda/0119\\_1400\\_ta000.html](https://www.bristol.gov.uk/committee/2010/ta/agenda/0119_1400_ta000.html)
7. Bristol City Council Cabinet Report 25th March 2010 - [https://www.bristol.gov.uk/committee/2010/ua/agenda/0325\\_1800\\_ua000.html](https://www.bristol.gov.uk/committee/2010/ua/agenda/0325_1800_ua000.html)
8. Bristol City Council Full Council 29th June 2010 - [https://www.bristol.gov.uk/committee/2010/ta/agenda/0629\\_1800\\_ta000.html](https://www.bristol.gov.uk/committee/2010/ta/agenda/0629_1800_ta000.html)
9. Bristol City Council Cabinet Report 21st July 2011 - [https://www.bristol.gov.uk/committee/2011/ua/agenda/0721\\_1800\\_ua000.html](https://www.bristol.gov.uk/committee/2011/ua/agenda/0721_1800_ua000.html)
10. Bristol City Council Cabinet Report 1st September 2011 - [https://www.bristol.gov.uk/committee/2011/ua/agenda/0901\\_1800\\_ua000.html](https://www.bristol.gov.uk/committee/2011/ua/agenda/0901_1800_ua000.html)
11. Bristol City Council Cabinet Report 26th January 2012 - [https://www.bristol.gov.uk/committee/2012/ua/agenda/0126\\_1800\\_ua000.html](https://www.bristol.gov.uk/committee/2012/ua/agenda/0126_1800_ua000.html)
12. Bristol City Council Cabinet Report 4th October 2012 - [https://www.bristol.gov.uk/committee/2012/ua/agenda/1004\\_1800\\_ua000.html](https://www.bristol.gov.uk/committee/2012/ua/agenda/1004_1800_ua000.html)
13. Bristol City Council Cabinet Report 29th May 2013 - [https://www.bristol.gov.uk/committee/2013/ua/agenda/0529\\_1600\\_ua000.html](https://www.bristol.gov.uk/committee/2013/ua/agenda/0529_1600_ua000.html)
14. Bristol City Council Cabinet Report 27th June 2013 - [https://www.bristol.gov.uk/committee/2013/ua/agenda/0627\\_1800\\_ua000.html](https://www.bristol.gov.uk/committee/2013/ua/agenda/0627_1800_ua000.html)
15. Bristol City Council Cabinet 16th January 2014 -[https://www.bristol.gov.uk/committee/2014/ua/ua000/0116\\_9.pdf](https://www.bristol.gov.uk/committee/2014/ua/ua000/0116_9.pdf)
16. Bristol City Council Cabinet 7th October 2014 -[https://www.bristol.gov.uk/committee/2014/ua/ua000/1007\\_7.pdf](https://www.bristol.gov.uk/committee/2014/ua/ua000/1007_7.pdf)
17. Bristol City Council Cabinet 7th October 2014 - [https://www.bristol.gov.uk/committee/2015/ua/agenda/0113\\_1800\\_ua000.html](https://www.bristol.gov.uk/committee/2015/ua/agenda/0113_1800_ua000.html)
18. Bristol City Council Cabinet 13th January 2015 -[https://www.bristol.gov.uk/committee/2015/ua/ua000/0113\\_8.pdf](https://www.bristol.gov.uk/committee/2015/ua/ua000/0113_8.pdf)
19. Bristol City Council Cabinet 1st November 2016 - <https://democracy.bristol.gov.uk/documents/g235/Public%20reports%20pack%2001st-Nov2016%2016.00%20Cabinet.pdf?T=10>
20. Bristol City Council Audit Committee 25th September 2015 - [https://democracybristol.gov.uk/Data/Audit%20Committee/201509250930/Agenda/0925\\_11.pdf](https://democracybristol.gov.uk/Data/Audit%20Committee/201509250930/Agenda/0925_11.pdf)
21. Bristol City Council Cabinet 15th August 2017 –
22. [https://democracy.bristol.gov.uk/documents/g2557/Public reports pack 15th-Aug-2017 16.00 Cabinet.pdf?T=10](https://democracy.bristol.gov.uk/documents/g2557/Public%20reports%20pack%2015th-Aug-2017%2016.00%20Cabinet.pdf?T=10)
23. Full Business Cases for all of the Metrobus schemes - <http://travelwest.info/projects/major-transport-schemes>

<b>Revenue Cost</b>		<b>Source of Revenue Funding</b>	
<b>Capital Cost</b>	<u>Metrobus upgrade package</u>	<b>Source of Capital Funding</b>	<u>Metrobus upgrade package</u> WECA grant funding – Transforming Cities Fund



	£649,657.00 <u>Budget Summary Update</u> £5,000,000		See January 2022 Cabinet paper 2022/23 - 2031/32 Capital Programme Summary Appendix 2
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance**

Metrobus upgrade package

1. Finance Advice: The report seeks approval to submit a bid for funding of c£0.67m from WECA, as well as requests delegated authority for the Executive Director (in consultation with others), if bid is successful, to accept the award of funds and engage the necessary steps to spend such funds in achieve the objectives as outline in Appendix A.
2. A total of £649,657.00 is the bid amount and covers the following:
  - Bus shelters
  - RSA
  - Feeder pillars for electrical connection
  - 2x CCTV cameras with electrical supply
  - 2 x iPoint and associated bolt boxes
  - B-NET connection
  - Construction works
  - Project fees (PM, Engineering, Communication)
  - Contingency
3. A detailed assessment has been done by the Service and costings provided are accurate estimates at the time. Any additional costs implications will be met from the contingency allowance or from additional funding from WECA. The Council will not be funding any additional implementation costs.

Budget Summary Update

4. Cabinet recommended an additional £5m Capital expenditure provision in January 2022 for the project to ensure that sufficient resources is available to resolve outstanding issues and bring the project to a close. The recommendation will be going before Full Council on 15 February.
5. This report seeks delegated authority to pursue as well as settle outstanding claims, and to fund residual project issues. If approved at Full Council, the funding will make provision to respond potential cost pressures – assuming a “worst case” scenario. There are high expectations that on conclusion of all issues, and receipt of all reimbursements, significant sums will be returned to the Capital programme.

**Finance Business Partner:** Kayode Olagundoye, Interim Finance Business Partner, Growth and Regeneration, 7 January 2022.

**2. Legal Advice:**

Metrobus upgrade package

Authority is being sought to submit the grant application and if successful to agree any terms and conditions with WECA, and to proceed to procure all necessary public contracts without further reference to Cabinet. The contract values are below the threshold requiring tendering in accordance with the Public Contracts Regulations, but procurement will still need to comply with the Councils own procurement rules.

Budget Summary Update

Advice in relation to matters in exempt appendix I is set out in exempt appendix H to this report.

**Legal Team Leader:**

Eric Andrews; Team Leader and Joanne Mansfield; Team Leader 27th January 2022

**3. Implications on IT:**

Metrobus upgrade package and Budget Summary

No implications on IT regarding either activity

**IT Team Leader:** Gavin Arbuckle – Head of Service Improvement and Performance – 23 December 2021

**4. HR Advice:**

Metrobus upgrade package and Budget Summary

There are no HR implications evident for either activity		
<b>HR Partner:</b> Celia Williams, HR Business Partner – 20 December 2021		
<b>EDM Sign-off</b>	Stephen Peacock, Strategic Director Growth & Regeneration	12 January 2022 upgrade package 19 January 2022 Budget summary
<b>Cabinet Member sign-off</b>	Councillor Don Alexander, Cabinet Member Transport	14 January 2022 upgrade package 10 February 2022 Budget summary
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	31 January 2022

<b>Appendix A – Further essential background / detail on the proposal</b> Both Metrobus upgrade package and Budget Summary items	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b> Metrobus upgrade package only	<b>YES</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b> Both Metrobus upgrade package and Budget Summary items	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b> Provided for metrobus upgrade package only  <u>Budget Summary</u> The proposal relates to a financial arrangement concerning works that have already taken place. There will therefore be no environmental impact from the proposal.  The metrobus programme has been to Cabinet several times previously and details of Eco Impact were submitted as part of those reports.	<b>YES</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b> In respect of Budget summary Update only	<b>YES</b>
<b>Appendix I – Exempt Information</b> In respect of Budget summary Update only	<b>Yes</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>

## Appendix A - Further essential background / detail on the proposal

### Metrobus upgrade package

## Background

The metrobus consolidation package is a collective of measures to make enhancements to the metrobus network. The package of works includes measures such as fleet upgrades, and additional infrastructure (e.g. metrobus shelters and iPoints), as set out in the Joint Local Transport Plan.

The project cuts across authority boundaries with proposals in South Gloucestershire and in Bristol, therefore BCC are working in partnership with South Gloucestershire Council, and WECA.

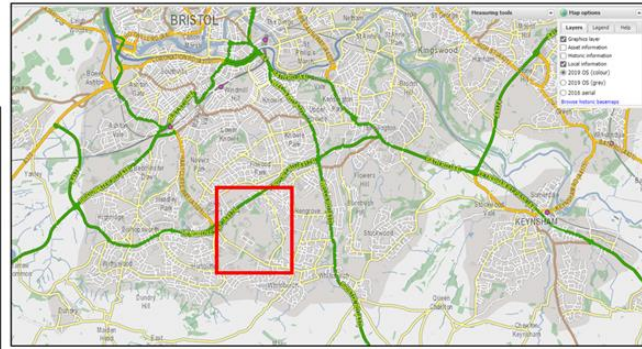
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## Bristol Proposals

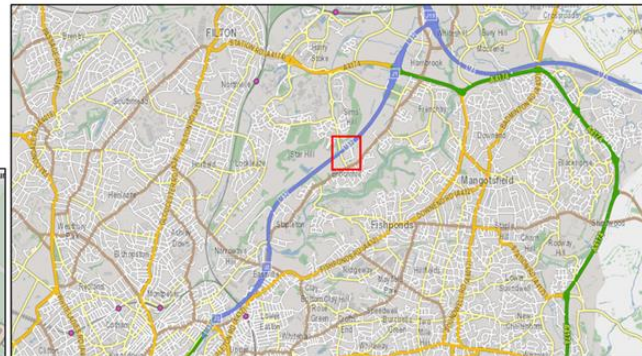
**The proposed improvements to the metrobus network in Bristol are as follows:**

- Upgrading the two existing Thurlestone bus stops on Bamfield, which are currently dis-used, to metrobus standard stops. To achieve this we are proposing to upgrade the shelter to a metrobus standard shelter at the existing northbound stop and install a new metrobus shelter at the existing southbound stop. In addition to the shelters we are proposing to install, an iPoint, two cycle stands, raised kerbs with associated safe haven paving, and bins at each stop. We will also look to improve the highway by inserting concrete pads at both stops.
- Improving the junction between Stoke Gate (near the Begbrook metrobus stops) and Stoke Lane. The improvements will be achieved by raising the existing road sign so that it has a clearance of 2.5m. Insert a new yellow box junction on the southbound section of carriageway on Stoke Lane, where it runs over the junction mouth with Stoke Gate.

Location of the Thurlestone stops on Bamfield



Location of Stoke Lane/Stoke Gate



# The rationale

## **Thurlestone metrobus stops:**

- The m1 currently serves Bamfield stopping at the northern end of the road (Alverstoke metrobus stops) and the southern end of the road (Paddock Gardens metrobus stops) with circa 1.5km between the two stops. Over the past couple of years there have been councillor and resident comments suggesting the distance between the two existing stops is too great, and how some residents living in the middle of Bamfield or to the east, find it challenging to access the metrobus network.

## **Stoke Lane/Stoke Gate:**

- In recent years the Bristol City Council Public Transport Team have had complaints from bus operators highlighting that visibility for bus drivers turning right out of Stoke Gate on to Stoke Lane is poor. Bus operators have also reported being held up at the junction for a period of time during peak hours due to standing traffic, queuing back from the traffic lights to the south, blocking the junction mouth.
- 

# The anticipated benefits

## **Thurlestone metrobus stops:**

- Creating two new metrobus stops at Thurlestone, on Bamfield, public transport accessibility will be improved, as will connectivity to education, employment, and services. Bus patronage will be encouraged, helping to reduce the reliance on private cars and thus contributing towards improving the air quality in the city. Other modes of sustainable travel will be encouraged through the installation of cycle stands.

## **Stoke Gate/Stoke Lane:**

- By raising the existing road sign to a clearance of 2.5m it is expected that a bus driver's vision of traffic travelling southbound will be improved, minimising the risk of a collision. By inserting a yellow no waiting box on the southern section of the carriageway it is thought that standing traffic queuing back from the lights will be deterred from blocking the junction mouth where Stoke Gate meets Stoke Lane. Consequently, it is anticipated that the reliability and punctuality of the m1 and the m3 will be improved as a result.
-

# Cost estimate

Our reason for seeking cabinet approval on this project is that the cost estimate currently stands at £649,657.00 . Two key reasons as to why this cost estimate is so high are:

1. The most recent quote obtained for the iPoints shows each unit costing £72,375.00 with an additional £3,150.00 per bolt box (1 bolt box needed per iPoint unit);
2. We are having to install circa 800m of B-NET to ensure both iPoint structures can be made operational. The most recent quote obtained to carry out the installation of the B-NET was £91,261.10 (This figure also includes the supply and installation of CCTV cameras).

Other costs that contribute to the £649,657.00 include the cost of, the construction works, a new metrobus shelter, metrobus standard shelter roof, seats, and timetable case (to upgrade existing shelter), the feeder pillars needed to supply power to the shelter, iPoints, and CCTV, Project management cost, and 40% contingency.

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## Key dates:

**The key dates for the metrobus consolidation package can be seen below:**

- 10<sup>th</sup> of January 2022: Transport Management Team Meeting
- 12<sup>th</sup> January 2022: Growth and Regeneration Executive Directors Meeting
- 28<sup>th</sup> of January 2022: Submission of FBC to WECA Grant Assurance
- 1<sup>st</sup> March 2022: Cabinet
- 8<sup>th</sup> April 2022: WECA Joint Committee
- June/July 2022: Construction
- Autumn 2022: Bus stops operational
- Spring 2023: Scheme complete (Scheme can only be considered complete when the iPoints have been installed. Currently the iPoints have a 12 month lead in time)

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### Budget Summary

#### *Lessons Learned*

Delivery of the metrobus programme within Bristol City Council was led by the Major Projects Directorate. The metrobus programme was project managed by external Consultants and the modelling, assessment and design work carried out by other Consultants, being managed by those Consultant programme/project managers. The Transport Service, who took over the direct management of metrobus programme in late 2014, were not

an integral part of the management of metrobus programme up until this point. They were both a Senior User and Senior Supplier in programme management terms. The reason the Transport Service took over the management of metrobus programme was as a result of wider Council efficiency measures, implemented in response to Government Comprehensive Spending Review, as result of financial crash of 2008.

The main findings of the Lessons Learned report for the metrobus programme, July 2017, identified the following categories where the programme could “Do more of” and “What could have gone better”. The summary of the main points under both headings are as follows.

*“Do more of”*

- Timescales needed to be more realistic, learn from past projects;
- Schemes were too large leading to lots of fire fighting;
- If we were delivering same programme again would look to simplify delivery model i.e. one scheme, one leader, one delivery vehicle;
- Resource plan properly, right people in right posts;
- Need a central team.

*“What could have gone better”*

- Programme governance, linkages put into too late, retrofitting;
- Lack of ownership, scheme seen by internal services as cash cow;
- Needed a Programme Director;
- Joint Procurement Strategy. Design and Build not financially beneficial to scheme promoters;
- Failure to understand complexity and scale of corporate risk.
- In respect of the findings above, Officers would like to highlight a small number of specific areas where the appropriate governance was not put in place that has led to difficulty in managing the overall programme and is likely to have contributed to the financial pressures detailed in this cabinet report as follows:
  - Programme Governance – Save for a short period, between July 2012-March 2013, there was no appointed Programme Manager for Bristol City Council for the metrobus programme. This meant that no one person had overall responsibility for oversight of the delivery of metrobus programme in the Council. No one person had responsibility for scrutiny of the Council’s financial pressures, project and programme risks and measures that needed to be implemented in order to mitigate such issues;
  - Corporate Financial support – the programme did not appoint a full time accountant, whose time would have been recharged to the programme. This role would have provided financial support and scrutiny for each of the project managers, for the three separate projects i.e. AVTM, SBL and NFHP. There was support from Corporate Finance but the focus of this tended to be on submission of quarterly grant claims to central Government only;
  - The management of income, grants between the Council and it’s two partner authorities, North Somerset (NSC) South Gloucestershire Councils (SGC) was not a simple and straight forward process. The actual process of managing income from NSC and SGC for the AVTM, SBL and NFHP projects was different for each project. The process whereby such income was loaded as budget onto each of the individual projects was not clearly managed in a timely manner or scrutinized.

In recognition of the metrobus programme delivery issues, but also wider project and programme delivery for Wider Transport Services (WTS), Officers have implemented new governance and oversight measures to improve our project and programme delivery. The Transport Programme Team (TPT) was set up within Strategic City Transport to put in place processes and systems to improve the governance, oversight and scrutiny of project and programme delivery. This has been an evolving process including governance meetings such as Capital Clinic and Transport Delivery Board (TDB). As part of the TDB Officers instigated a Highlight report for project and programme delivery.

Officers worked with the corporate Project Management Office (PMO), in 2019, to review the TDB process as part of the Corporate “Hot House” review and challenge process for project and programme governance. In response to this review the WTS put in place the following;

- Transport Steering Group (TSG) – provide improved communication across the WTS, and improved co-ordination, as well as business, product, and programme assurance for the Transport Capital programme.
- Transport Programme Delivery Board (TPDB) – receive project and programme management highlight

report on the delivery of the Transport Capital Programme. Review reports by exception, or at agreed stages, for projects for consideration, resolution, and decision. Implement a consistent approach to programme and project management methods and reporting for the WTS.

TPT oversee a project highlight reporting system that is very similar to that currently employed by the Growth and Regeneration Board. The system of highlight reporting is based on the principle of reporting by exception with delegated authority, in line with tolerances detailed in Project Initiation Documents (PID). TPT highlight reports are considered by the TSG in terms of exception reporting and then by TPDB where required. This TPT highlight reporting system has been in place since 2018. We are moving towards consolidating our TPT highlight reports with the format currently being reported to G&R Board.

In addition to the above, and as part of a Management of Change process, bringing together Local and Sustainable Transport and Strategic City Transport into one service, City Transport, the following new roles have been proposed.

- Transport Business Management Unit – This includes Business Manager, Project Controls Officer and Resource Manager. This Business Management Unit (BMU) scope includes both City Transport and Highways and Traffic Services i.e. (WTS). The main aim of the BMU is to ensure that the WTS has sufficient and adequate resources in place, at the right time, to manage the successful delivery of projects and programmes including our planned and responsive maintenance works. The new Resource Manager would take the resource planning lead. The role of the Project Controls Officer is to ensure appropriate alignment and engagement with Corporate Finance systems, in respect of managing Transport Capital Programme, budgets and financial processes;
- Programme Sponsors for Strategic Corridors and Neighbourhoods – Strategic Corridors and Neighbourhoods are the two programme streams where WTS is focussing project delivery. The Project Sponsor roles are new roles, with Sponsors being accountable for ensuring that the work is governed effectively and delivers the objectives that meet identified needs. The sponsor has a critical role as part of the governance board of any project, programme or portfolio, assisting the SRO. These roles will greatly improve oversight and leadership of our key work programmes, being fully focussed on the projects at hand without having to also consider BAU type activities and projects.

The Service Director, Economy of Place, has commissioned the Capital Strategic Partner to carry out a review of programme and project delivery within City Transport and WTS linked to the Council's Common Activities programme. This work is being project managed by the Council's corporate Project Management Office (PMO). The Discovery Phase of this commission completed in December 2021 and discussions are now focussing on key priorities, identified during the Discovery Phase, with a view to commissioning further solution design. The likely model will be a hub and spoke model with programme and project managers remaining based within City Transport, spoke element, but wider activities such as resource planning sitting with corporate PMO service, hub element.



## Appendix B – Details of consultation carried out - internal and external

### metrobus upgrade package only

#### Internal

- All teams included in the BCC quality assurance stakeholder list have been engaged. The teams on the stakeholder list are inclusive of: Highway maintenance, Parks and green spaces, Equalities team, Public transport, Ecology, Tree management, Urban design, Street lighting, Flood risk, Structures team, Traffic signals, TRO team, Transport development management, Parking services, Road safety and local engineering (Road safety), Road safety and local engineering (Walking and cycling), Property, Docks, Strategic transport planning, Highway network management, Highways drainage, BNET. Each team was given the opportunity to scrutinise the designs and provide feedback. Their comments have filtered into the design process to assure the proposals are of a quality standard.

#### External

- Informal engagement has been held between the BCC Public Transport Team and the Hengrove and Whitchurch Park ward councillors, as they have expressed their constituents desire for a set of metrobus stops in the middle of Bamfield.
- There has been ongoing engagement with WECA, South Gloucestershire Council, and Atkins, to prepare the full business case.
- Over the past few years, bus operators have raised concerns regarding road safety at the Stoke Lane/Stoke Gate junction, as driver visibility restricted by the street sign and the verge. Their concerns extended to the period of time buses were held at the junction due to standing traffic blocking the junction mouth.

#### Plans for future consultation:

- There are plans to present at the Transport Management Team (TMT) meeting on the 10<sup>th</sup> of January 2022. Following this meeting the report will be presented before the Executive Directors meeting on the 12<sup>th</sup> of January 2022, with scope of taking the report to the Cabinet meeting on the 1<sup>st</sup> of March. The Mayor's Office will also be informed of the proposals as part of the key decision pathway.
- Following the TMT Meeting on the 10<sup>th</sup> of January, the cabinet member for transport will be informed of the proposals and the key dates.
- The ward members of Hengrove and Whitchurch Park, and Frome Vale will be informed of the proposals following the cabinet member has been briefed.
- A steer will be sought at TMT regarding on the best time to consult the public on the proposals given that the funding will not be made available until after the WECA Joint Committee meeting on the 8<sup>th</sup> of April.
- Following a positive decision from the WECA Joint Committee and prior to construction bus operators will also be informed of the proposals.



# Equality Impact Assessment [version 2.9]

Title: metrobus consolidation project	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input checked="" type="checkbox"/> Other [Project]	<input checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review <input checked="" type="checkbox"/> Changing
Directorate: Growth and Regeneration	Lead Officer name: Toby Clayton
Service Area: City Transport	Lead Officer role: Public Transport Officer

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

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

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

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

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

Over the past few years there has been a strong local member interest around the upgrading of the existing ‘Thurlestone’ bus shelter on Bamfield to metrobus standard and the installation of a new metrobus standard bus stop in the South bound direction. Bamfield is served by the m1, which stops at the Northern end of the road (Alverstoke) and the Southern end of the road (Paddock Gardens). The interest in creating stops in the middle of Bamfield is to improve access to the metrobus service for residents living in the middle of Bamfield, and to the East of Bamfield, who find it challenging to access the Alverstoke and/or Paddock Gardens stops. Although metrobus is a limited stop service it was felt by local residents and councillors that there was too large a gap between the metrobus stops, this was in part due to the alteration in the existing bus service.

The key actions within the proposal are:

- Upgrade the existing ‘Thurlestone’ stop to metrobus standard. Upgrades will include, replacing the roof/timetable cases/seating of the current shelter to meet metrobus specification, installation of iPoint (with real time information and ticketing features), two Sheffield cycle stands, metrobus standard bin, two feeder pillars for electricity supply to iPoint and shelter, metrobus safe haven paving, 20m of 180mm raised kerb, concrete pad, CCTV, and refreshing of bus clearway markings.
- Install a new metrobus standard bus stop in the South bound direction on Bamfield. The new stop will include, a new 4 bay metrobus standard shelter, iPoint (with real time information and ticketing features), two Sheffield cycle stands, metrobus standard bin, two feeder pillars for electricity supply to the shelter and the iPoint, metrobus safe haven paving, 16m of 180mm raised kerb, concrete pads, CCTV, and bus cage markings.

The Public Transport Team have also received complaints from bus operators regarding poor visibility and long wait times at Stoke Gate, with the junction of Stoke Lane, in the Frome Vale ward. Therefore, this project is also proposing to:

- Raise the existing road sign to a height of 2.5m and insert a new yellow box junction road marking at the mouth of the Stoke Gate/Stoke Lane junction to deter standing traffic covering the junction mouth.

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

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

## 1.3 Will the proposal have an equality impact?

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

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

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

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

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

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

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

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

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

Data / Evidence Source <i>[Include a reference where known]</i>	Summary of what this tells us
Children: Source:	Hengrove and Whitchurch Park have a higher percentage of children under the age of 15, compared to the Bristol average.

<ul style="list-style-type: none"> <li>• 2011 Census profiles - <a href="https://www.bristol.gov.uk/census-2011">Census 2011 - bristol.gov.uk</a></li> <li>• Open data Bristol 'Ward profiles' - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• <a href="#">Access to transport and life opportunities, NatCen, 2019</a></li> </ul>	<p>The population of Children in Frome Vale is not significantly different from the Bristol average.</p>
<p><b>Younger people:</b> Source:</p> <ul style="list-style-type: none"> <li>• 2011 Census profiles - <a href="https://www.bristol.gov.uk/census-2011">Census 2011 - bristol.gov.uk</a></li> <li>• Open data Bristol 'Ward profiles' - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• Access to transport and life opportunities, NatCen, 2019</li> </ul>	<p>Hengrove and Whitchurch Park have a significantly lower number of people between the ages of 16-24, when compared with the Bristol average.</p> <p>The population of Younger People in Frome Vale is not significantly different from the Bristol average.</p>
<p><b>Older people:</b> Source:</p> <ul style="list-style-type: none"> <li>• 2011 Census profiles - <a href="https://www.bristol.gov.uk/census-2011">Census 2011 - bristol.gov.uk</a></li> <li>• Open data Bristol 'Ward profiles' - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• Access to transport and life opportunities, NatCen, 2019</li> </ul>	<p>Hengrove and Whitchurch Park have a significantly higher percentage of people over the age of 65 when compared to the Bristol average.</p> <p>The population of Older people in Frome Vale is not significantly different from the Bristol average.</p>
<p><b>Sex (Female):</b> Source:</p> <ul style="list-style-type: none"> <li>• 2011 Census profile – 2011 Census selected statistic tool - <a href="https://www.bristol.gov.uk/census-2011">Census 2011 - bristol.gov.uk</a></li> <li>• Open data Bristol 'Ward Profiles' - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• Open data Bristol 'Quality of Life Survey Results 2020/21' - <a href="#">Quality of Life 2020-21 — Open Data Bristol</a></li> <li>• Indices of Multiple Deprivation - <a href="https://www.bristol.gov.uk/deprivation">Deprivation - bristol.gov.uk</a></li> <li>• Deprivation in Bristol - <a href="#">Deprivation in Bristol 2019 (LSOA11) — Open Data Bristol</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• Access to transport and life opportunities, NatCen, 2019</li> </ul>	<p>The percentage of people with caring responsibilities in Hengrove and Whitchurch Park, and Frome Vale is higher than the Bristol average.</p> <p>Bus service satisfaction in Hengrove and Whitchurch Park is lower than the Bristol average.</p> <p>The percentage of people reporting that inaccessibility of public transport prevents people leaving their home when they want is higher in Hengrove and Whitchurch Park, and Frome Vale, compared with the Bristol average.</p> <p>Fear of crime in Hengrove and Whitchurch Park is higher than the Bristol average.</p>
<p><b>Sex (Male):</b> Source:</p>	<p>Crime rates in Hengrove and Whitchurch Park, and Frome Vale, are not significantly different than the</p>

<ul style="list-style-type: none"> <li>• 2011 Census profile – 2011 Census selected statistic tool - <a href="http://bristol.gov.uk">Census 2011 - bristol.gov.uk</a></li> <li>• Open data Bristol ‘Ward profiles’ - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• Crime – Offence Rates 2020/21 (Police), Youth Offending Team Data (BCC) and, Quality of Life Survey Data 2020/21 (All this information comes together in ward profiles) - <a href="#">Quality of Life 2020-21 — Open Data Bristol</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• Access to transport and life opportunities, NatCen, 2019</li> </ul>	<p>Bristol average.</p> <p>Percentage of younger people is also relevant to this protected characteristic – please refer to the ‘Younger people’ section above.</p>
<p><b>Disability:</b> Source:</p> <ul style="list-style-type: none"> <li>• Quality of Life Survey Results 2020/21 - <a href="#">Quality of Life 2020-21 — Open Data Bristol</a></li> <li>• Indices of Multiple Deprivation - <a href="#">Deprivation in Bristol 2019 (LSOA11) — Open Data Bristol</a></li> <li>• Deprivation in Bristol - <a href="#">Deprivation - bristol.gov.uk</a></li> <li>• 2011 Census profile – 2011 Census Selected Statistics Tool - <a href="http://bristol.gov.uk">Census 2011 - bristol.gov.uk</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• <a href="#">Access to transport and life opportunities, NatCen, 2019</a></li> </ul>	<p>32% of the population in Hengrove and Whitchurch Park, and 28% of people in Frome Vale are living with a health condition or illness that limits their day-to-day movement at least a little. This figure is worse than the Bristol average.</p> <p>Inaccessibility to public transport is relevant to this protected characteristic – please see ‘Sex (Female)’ section above.</p> <p>61.1% of the population in Hengrove and Whitchurch Park, and 66.9% of the Frome Vale population believe air quality and traffic pollution is a problem locally.</p> <p>Data for ‘Older People’ is also relevant to this characteristic, please find ‘Older People’ section above.</p>
<p><b>Race:</b> Source:</p> <ul style="list-style-type: none"> <li>• 2011 Census profile – 2011 Census selected statistic tool - <a href="http://bristol.gov.uk">Census 2011 - bristol.gov.uk</a></li> <li>• Indices of Multiple Deprivation – <a href="#">Deprivation in Bristol 2019 (LSOA11) — Open Data Bristol</a></li> <li>• Deprivation in Bristol – <a href="#">Deprivation - bristol.gov.uk</a></li> <li>• Quality of Life Survey Results 2020/21 - <a href="#">Quality of Life 2020-21 — Open Data Bristol</a></li> <li>• Census 2011 Information – Ward profiles - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• <a href="#">Access to transport and life opportunities, NatCen, 2019</a></li> </ul>	<p>Hengrove and Whitchurch Park has a significantly lower percentage of people from Black, Asian and Minority Ethnic backgrounds.</p> <p>19% of the Frome Vale population are from Black, Asian and Minority Ethnic Backgrounds, higher than the Bristol average.</p> <p>Over 18% of households in Hengrove and Whitchurch Park, and 27.8% of households in Frome Vale do not have access to a car or van.</p> <p>Hengrove and Whitchurch Park have a higher percentage of people who reported being a victim of racial discrimination or harassment in the last year.</p> <p>Public transport inaccessibility and air quality are relevant to this characteristic, please see ‘Disability’ information above.</p>

<p><b>Pregnancy and maternity:</b> Source:</p> <ul style="list-style-type: none"> <li>• 2011 Census profile – 2011 Census selected statistic tool – <a href="http://Census2011-bristol.gov.uk">Census 2011 - bristol.gov.uk</a></li> <li>• 2011 Census information – Ward profiles - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• Quality of Life Survey Results 2020/21 - <a href="#">Quality of Life 2020-21 — Open Data Bristol</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• <a href="#">Access to transport and life opportunities, NatCen, 2019</a></li> </ul>	<p>Percentage of children, air quality, and public transport provision are all relevant to this characteristic – please see the above sections for the data relating to these matters.</p>
<p><b>Religion and belief:</b> Source:</p> <ul style="list-style-type: none"> <li>• 2011 Census profile – 2011 Census selected statistic tool - <a href="http://Census2011-bristol.gov.uk">Census 2011 - bristol.gov.uk</a></li> <li>• 2011 Census information – Ward profiles - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• Quality of Life Survey Results 2020/21 - <a href="#">Quality of Life 2020-21 — Open Data Bristol</a></li> <li>• Crime – Offence Rates 2020/21 (Police), Youth Offending Team Data (BCC) and, Quality of Life Survey Data 2020/21 (All this information comes together in ward profiles) - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• <a href="#">Access to transport and life opportunities, NatCen, 2019</a></li> </ul>	<p>Fear of crime and crime rates are relevant to this section, please see the data in ‘Sex (Female)’ and ‘Sex (Male)’ sections above.</p>
<p><b>Gender reassignment:</b> Source:</p> <ul style="list-style-type: none"> <li>• Quality of Life Survey Results 2020/21 - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• Access to transport and life opportunities, NatCen, 2019</li> </ul>	<p>Fear of crime is relevant to this protected characteristic. Please see fear of crime data in ‘Sex (Female)’ section above.</p>
<p><b>Sexual orientation:</b> Source:</p> <ul style="list-style-type: none"> <li>• Quality of Life Survey Results 2020/21 - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• Access to transport and life opportunities, NatCen, 2019</li> </ul>	<p>Fear of crime is relevant to this protected characteristic. Please see fear of crime data in ‘Sex (Female)’ section above.</p>
<p><b>Marriage and civil partnership:</b></p>	

<p>Source: There is no evidence to suggest that this protected characteristic group might experience transport differently today.</p>	
<p><b>Poverty and deprivation:</b> Source:</p> <ul style="list-style-type: none"> <li>• Deprivation in Bristol - <a href="#">Deprivation - bristol.gov.uk</a></li> <li>• Indices of multiple deprivation - <a href="#">Deprivation in Bristol 2019 (LSOA11) — Open Data Bristol</a></li> <li>• Quality of Life Survey Results 2020/21 - <a href="#">Quality of Life 2020-21 — Open Data Bristol</a></li> <li>• 2011 Census Information – Ward Profiles - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• Access to transport and life opportunities, NatCen, 2019</li> </ul>	<p>Four of the Lower Super Output Areas in Hengrove and Whitchurch Park are within the 20% most deprived neighbourhoods in the country. Two of the Lower Super Output Areas, Whitchurch Park West and Hengrove West, are within the 10% most deprived neighbourhoods in the country.</p> <p>One of the Lower Super Output Areas in Frome Vale is among the 5% most deprived neighbourhoods in the country.</p> <p>Car ownership, public transport provision/satisfaction, fear of crime, and air quality are all relevant to this protected characteristic please see the ‘Race’, ‘Sex (Female)’, and ‘Disability’ sections above.</p>
<p><b>Education, Language, and Literacy:</b> Source:</p> <ul style="list-style-type: none"> <li>• Quality of Life Survey Results 2020/21 - <a href="#">Quality of Life 2020-21 — Open Data Bristol</a></li> <li>• 2011 Census Information – Ward profiles - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• Deprivation in Bristol – <a href="#">Deprivation - bristol.gov.uk</a></li> <li>• Indices of multiple deprivation - <a href="#">Deprivation in Bristol 2019 (LSOA11) — Open Data Bristol</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• Access to transport and life opportunities, NatCen, 2019</li> </ul>	<p>The percentage of the population with no formal qualification is significantly higher in Hengrove and Whitchurch Park, when compared to the Bristol average.</p> <p>The percentage of people with no formal qualification in Frome Vale is lower than the Bristol average</p>
<p><b>Additional comments:</b></p>	

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

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

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

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



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

*There are no gaps in the evidence base at this stage of the process. The assessment will be continuously reviewed throughout the course of the metrobus consolidation package to ensure that the evidence base is comprehensive and up to date.*

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

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

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

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

*Early engagement on this project was held between the ward member for Hengrove and Whitchurch Park and Bristol City Council – Ward member expressed interest for this project to be delivered.*

*Engagement with internal Bristol City Council teams to refine the designs, as part of the Quality Assurance process.*

*Ongoing engagement with the Bristol City Quality Assurance board.*

## **2.5 How will engagement with stakeholders continue?**

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

*There are plans to consult with the Mayor's Office on the proposals as part of the key decision pathway, the Mayor's Office may then be consulted again following a positive decision from the WECA Joint Committee.*

*The proposals will be put before the Transport Management Team and the Executive Directors as part of the key decision pathway.*

*The cabinet member for transport, and local ward members will be consulted on the proposals with the caveat that they are subject to funding from the West of England Combined Authority. The cabinet member for Transport, and local ward councillors will be consulted following a positive decision from the West of England Combined Authority Joint Committee in April 2022.*

*Ongoing engagement between the Public Transport Team and the Public Transport Safety and Equalities Group. Any significant outcomes of meetings with this group, relating to bus stops, will feed into the bus stop design/development.*

*There will be a wider public engagement following a positive decision from the Mayors office and cabinet member for transport. The public engagement will include letter and leaflet drops. Meetings with stakeholders, community groups, and protected characteristic specific forums, will be held should the PM see it necessary.*



### Step 3: Who might the proposal impact?

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

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

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

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

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many groups)	
Whilst we have not identified any significant negative impacts from the proposal at this stage we are aware of existing issues for local citizens based on their characteristics which we will seek to address and mitigate where possible through project design and delivery.	
There may be issues specific to the location, however these issues may only present themselves at public consultation.	
<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	The cost of driving lessons, buying a car, and running a car is high, younger people are less likely to be able to afford these costs, therefore people under the age of 30 have limited car access and lower car use, but better bus access and make greater use of buses. This protected characteristic group is more reliant on public transport for access to employment and training. The promotion of active travel could also offer opportunities for younger people, when used to undertake first and last mile journey's.  Data from the Department for Transport has also shown that the number of young people with driving licences has declined due to the restrictions on driving lessons during the pandemic. The financial pressures exacerbated by the pandemic have also led to the reduction in the number of young people with driving licenses.
Mitigations:	Improving accessibility to the bus network and access to an affordable mode of transport will benefit young people as it will improve their ability to access employment, education, training, and activities. The provision of cycle stands at the bus stops will help to encourage younger people participate in active travel.  Improving the bus journey time and reliability will help to encourage bus patronage and promote the modal shift away from private cars.
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	There has been research to suggest that an improved provision of public transport benefits older people. Increasing the provision of public transport is likely to increase levels of active travel.  Older people (70+) have more limited access to cars and a lower car use than adults aged 30-69. Older people are more likely to have a disability or long-term health problem which could affect their ability to use transport (inclusive of mobility impairments, hearing impairments, and cognitive impairments). They may be more reliant on public transport staff assisting them when boarding/disembarking. Older people may struggle with finding accurate and up to date pre-travel information, including timetables, accessible infrastructure, and information about ticketing.

	<p>There is evidence to suggest that older people will struggle to use many of the digital tools associated with public transport, such as the iPoints, touch screen ticket machines, smartphones (for travel planning). (69% in older people vs. 82% in younger people). Ageing is linked with a reduction in car usage. This is because of worsening physical conditions, increased stresses of driving, car costs, and a reduced need to drive.</p>
Mitigations:	<p>The provision of safe walking and cycling opportunities that integrate with the bus network can be beneficial for older people in improving their overall health. The scheme looks to encourage participation in active travel through the provision of cycle stands, and safe haven paving – which creates a safe and attractive public realm.</p> <p>The delivery of these metrobus stops will improve the accessibility and availability of essential services for this demographic. The scheme will help older people to retain their independence as their ability to participate in everyday activities is improved. The social inclusion of this protected characteristic group will have knock on benefits on mental health. Raised kerbs and safe haven paving will help improve accessibility for people with a mobility issues and/or other long-term health problems. Seating within the shelters will also benefit people with mobility issues and/or other long term health issues.</p> <p>Ticketing infrastructure and information will be made accessible and available in multiple formats to ensure that it can be used by everyone.</p> <p>Improving bus journey times and bus reliability will help to increase bus patronage and encourage the modal shift away from the private car. Bus reliability can also help to improve perceptions of safety at bus stops.</p>
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<p>Those with mobility impairments have a more limited car access and lower car use than those without mobility impairments. Disabled people may experience barriers when using buses and experience a range of challenges in relation to mobility and various modes of transportation. These barriers could relate to a lack of accessible infrastructure at stops, stations and other locations. Disabled people may be reliant on public transport. Around 60% of disabled people have no access to a car and use the bus around 20% more than their non-disabled counterparts. For wheelchair users obstructions such as bins or advertising boards can make the pedestrian environment particularly challenging.</p>
Mitigations:	<p>Our analysis indicates that the scheme would benefit people disabled people. Raised kerbs will allow people with reduced mobility to board/alight with greater ease. The provision of safe haven paving will create a safe and attractive space for passengers to wait for the bus, with adequate paving space for all users. All information relating to the route and tickets will be made accessible and inclusive to all users to make journeys easier and improve the perception of safety at stops. Safe haven paving will improve the public realm and help to encourage active travel. The provision of cycle stands at the stops will also help to encourage increased participation in active travel.</p> <p>The scheme will install 4 bay shelters at each stop, but the shelters will only have 3 bay seats. The additional space will improve the shelter accessibility for wheelchair users and other disabled people that may need the additional space.</p>
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<p>Experiences of public transport are different depending on Sex. It has been found that women are less likely to take longer journeys, they are less likely to travel at night or on weekends due to perception of safety, which ultimately comes from a lack of suitable transport during these periods. Inadequate public transport creates barriers for women accessing employment and educational opportunities. Women have more limited car access than men. Women use buses more frequently and trains and bicycles less frequently.</p>

	Car access is higher for men than women. Men use buses less frequently and trains and bicycles more frequently. Younger men between the ages of 16-19 are also more likely to be victims of crime on the public transport network compared to men of all other age groups.
Mitigations:	The provision of an extended, raised kerb, will accommodate for two double door buses. This will speed up the boarding and alighting process, as passengers will be able to exit the bus through the middle door and board through the front door. This measure will improve the punctuality and reliability of buses which will help create a better network for multiple journey's within a day. The scheme will help to reduce barriers for women when accessing employment and educational opportunities. The provision of CCTV, lighting, and real time information at the stops can help to improve the perception of safety. Improving passenger safety at bus stops is also an important consideration for Men.
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	LGBTQ+ people have lower levels of perceived safety on public transport or while waiting for public transport.
Mitigations:	The bus stop upgrades will include the provision of CCTV, real time information, and lighting, all of which can help improve the level of perceived safety among all users.
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Public transport plays an important role in the social inclusion of many parents with young children. Parent with young children have been identified as vulnerable to social isolation. Exposure to poor air quality and pollutants can also affect the foetal development and cause low birth weights, premature births, stillbirths and miscarriages.
Mitigations:	The provision of these bus stops will help with the social inclusion and connectivity of many parents with young children in the Hengrove and Whitchurch Park area. These stops will be made fully accessible for parents with small children, raised kerb platform will allow for easy access for parents with a pushchair. The safe haven paving will create an attractive public realm that allows people with pushchairs to freely move about/through the space. The upgrades to the stops will help encourage bus patronage and align with the city's wider aim of improving air quality. The scheme will install 4 bay shelters at each stop, but the shelters will only have 3 bay seats. The additional space will improve the shelter accessibility for people with pushchairs.
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	As Sexual Orientation above LGBTQ+ people have lower levels of perceived safety on public transport or while waiting for public transport.
Mitigations:	The scheme includes the provision of CCTV, lighting, and real time information at both stops – all of which will help contribute towards perceptions of safety, and benefit trans / transgender passengers
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	People from Black, Asian and minority Ethnic backgrounds are less likely to have access to a private vehicle, be more reliant on public transport to access employment and live in densely populated areas, increasing their exposure to air pollution. Black, Asian and minority ethnic households have consistently higher rates of poverty. When it comes to active travel, Black and Asian adults are least likely to cycle. Black, Asian and minority ethnic passengers may fear racially motivated hate incidents when using public transport, thus potentially causing a barrier to the public transport network.
Mitigations:	There is a higher reliance on public transport among Black, Asian and minority ethnic communities. The provision of these bus stops will facilitate better access to employment. The provision of these stops and operational hours of buses will encourage bus patronage and allow people to take advantage of an affordable and accessible bus network, which can help in reducing exclusion from activities, employment,

	<p>opportunities, and services.</p> <p>The provision of CCTV, lighting, and real time information can help improve personal safety at bus stops. The cycle stands and improvement to the public realm will help to encourage participation in active travel. Both of these measures will help in improving the air quality of the city.</p> <p>All public engagement events and consultations will be made accessible to all citizens. This accessibility extends to include those who may not have English as their first language.</p>
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<p>Safety and the perception of safety is particularly important for a number of groups when using the pedestrian environment and public transport. This includes people from particular religions or faith communities.</p> <p>The geographical distribution of faith schools means that younger people at these schools may have to travel further distances to access a particular school.</p>
Mitigations:	Safety and security both on the bus and at bus stops are key considerations. The provision of CCTV, lighting, and real time information will improve safety and security at these proposed stops.
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<p>People with lower incomes have considerably limited car access but only slightly lower car use than people with higher incomes. People with lower incomes make <b>greater use of buses</b> and less use of trains. Their frequency of bicycle use is similar to those with higher incomes. People who are dependent on the bus network for work tend to be lower paid, live in more deprived areas and more likely to turn down jobs due to transport issues.</p> <p>Transport costs and affordability are central to the impact of transport on inequality – if people are not able to get access to a place, they may not be able to access employment, education and training that would improve their prospects.</p> <p>Access to work can be greatly improved by more accessible and affordable public transport opportunities.</p> <p>Cycling provision can also have a positive impact on employment opportunities.</p> <p>Affordability of public transport is one of the key barriers for people living on low incomes.</p> <p>Some low paid jobs have anti-social hours where public transport options are more limited.</p> <p>Lower income households are more likely to not own a car/van.</p> <p>There is a major disparity in exposure to air pollution between those living in deprived communities and those residing in more affluent communities. With the more deprived communities suffering from worse air quality.</p> <p>There is a relationship between deprivation and obesity rates in children. Encouraging active travel to improve health and wellbeing within deprived communities is essential.</p>
Mitigations:	The provision of these bus stops will allow people who suffer from deprivation to access an affordable mode of public transport. This access can improve their employment, education, and training opportunities. These stops will help to make the bus network more inclusive for people with low income by reducing the barrier of high public transport ticket costs.

	<p>Employment and educational prospects will be improved through the provision of these bus stops as people will have access to an accessible, affordable, and integrated bus network.</p> <p>Cycle stands at both stops will help to encourage cycling – this will be a benefit to people on low incomes as it could help to improve employment opportunities. The cycle stands and the safe haven paving will help to encourage greater participation in active travel, consequently improving the health and well-being prospects for people within all protected characteristic groups.</p> <p>People on lower income are more likely to be reliant on public transport due to lower levels of car ownership/usage.</p> <p>The provision of these bus stops will help to encourage bus patronage and reduce the reliance on private cars – this will help to contribute to the city’s vision of reducing air pollution. Improved air quality will be disproportionately beneficial as deprived communities are more likely to suffer from poor air quality.</p>
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Carers often need to make frequent short trips; these journeys are often made using private cars.
Mitigations:	The provision of these stops will help to encourage bus use for carers and reduce the group’s reliance on private cars for short journeys.
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	None
Mitigations:	N/A

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

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

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

<ul style="list-style-type: none"> <li>• Increasing the proportion of journeys made by public transport, walking and cycling will bring about improvements in air quality, particularly affecting those groups who live in densely populated areas.</li> <li>• It is hoped that the improvements included in this scheme will encourage bus patronage and reduce the amount of people that use cars, consequently improving the air quality along the route. Better air quality will also benefit the health and wellbeing of residents local to the route.</li> <li>• Through cycling and walking infrastructure improvements, it is hoped that the scheme will encourage active travel and improve health and wellbeing of all protected characteristic groups.</li> <li>• Improving bus services, making them quicker, more efficient and broadening the network coverage will have beneficial impacts to all groups but particularly groups that are more reliant on buses as their primary mode of transport. This particularly applies to younger people, women, parents/carers with young families and disabled people. A good network will enable all groups to access jobs, education and other services and opportunities.</li> <li>• Improving the physical accessibility at stops will particularly benefit disabled people and parents/carers with young families.</li> </ul>
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- The safe haven paving will help to improve the public realm at the stops.
- The stops will provide access to an affordable mode of public transport, this will be beneficial to people on lower incomes, and protected characteristic groups with limited access to private vehicles.
- CCTV, lighting and the real time information will help to improve the safety and security of passengers waiting at the stop. This will benefit all protected characteristic groups.

## Step 4: Impact

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

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

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

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

- There is a potential for negative impact to be experienced by the small number of residents who use the lay-by for parking. The loss of lay-by space has been minimised by proposing to build the bus stop out into the road, which means some of the informal parking space in the lay-by has been retained. The justification behind the loss of lay-by space is that the scheme looks to encourage bus patronage and a modal shift away from the private car which will help to contribute to Bristol's aim of improving the air quality.
- There may be temporary negative impacts to road users during the construction of the bus stops. These impacts could include small delays in journey times and temporary traffic management measures. The justification behind these negative impacts is that the provision of these bus stops will provide access to a high quality bus network, encourage bus patronage, reduce the dependency on private cars (thus improving the air quality), and improve connectivity to employment, education, and training.
- More negative impacts may arise following public consultation, these will be addressed as they come up. The EqlA form will be updated accordingly.

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

- Improved bus punctuality and reliability along the m1 and m3 routes.
- Improved connectivity to education, employment, training, and other activities by a sustainable mode of transport
- Improved air quality, which will have beneficial impacts on health and well-being.
- Improved physical accessibility to the bus network
- Cycle stands to help encourage cycling – benefits of active travel.
- Improved public realm/provision of safe haven paving to encourage walking – benefits of active travel.

### 4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale
Consult with Atkins and WECA to assist in the preparation of the Full Business Case.	Project manager	Ongoing
Engage with the Transport Management Team, Cabinet Member for Transport, Executive Directors, Mayors Office, and Cabinet, as part of the key decision pathway. Follow up on any actions as a result of consultation. Engage with the above stakeholders and the ward councillors following a positive decision from West of England	Project manager	January 2022 – May 2022

Improvement / action required	Responsible Officer	Timescale
Combined Authority Joint Committee in April 2022.		
Following engagement with the key decision pathway (above), consult the public on the proposals, with the caveat that proposals are subject to funding from west of England Authority. Engagement will be made accessible and inclusive to all groups.	Project manager	March 2022 – June 2022
Monitor the local data that informs bus stop delivery/bus infrastructure development and update the scheme and EqIA as necessary – all groups.	Project manager	Ongoing
Improve accessibility at bus stops through the delivery of raised kerbs, to assist passengers with boarding/alighting the bus – particularly relevant for disabled groups and parents/carers with young families.	Project manager	Construction dates to be determined
Improve safety on buses and around bus stops through the provision of lighting, CCTV, safe haven paving, and real time information – all groups, especially women, younger people, Black Asian and minority ethnic communities, LGBTQ+ community.	Project manager	Construction dates to be determined
Make improvements at the junction between Stoke Lane and Stoke Gate	Project manager	Construction dates to be determined
Update the EqIA after all key milestones in the project – relevant to all groups.	Project manager	Ongoing


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

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

*A monitoring and evaluation plan will be produced before the scheme is implemented so that it is ready to assess the benefits of the work. The plan will be considerate of issues set out in the EqIA and the plan will help to inform updates to the EqIA. There will be monitoring of general bus passenger usage, as well as more specific information from the Quality of Life Survey and the Transport Focus Annual Bus Passenger Survey.  
Engagement with First bus and the West of England Combined Authority to monitor the outcomes of the scheme.  
Further engagement with the Public Transport Safety and Equalities Group, and the Disabled People and Older People Pavement and Roads advisory group may be sought to further monitor the outcomes of the scheme.*

## Step 5: Review

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

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

Date: 3/11/2021

Date: 04.11.21





# Equality Impact Assessment [version 2.9]

Title: Metrobus programme budget pressure		
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input checked="" type="checkbox"/> Other <i>[clarification of items previously approved for spend]</i>		<input type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Growth and Regeneration		Lead Officer name: John Roy
Service Area: City Transport		Lead Officer role: AVTM SRO

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

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

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

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

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

This EqIA accompanies a Cabinet report setting out why there are budget pressures in the metrobus programme. There is no decision being made – the decision to provide the funding necessary to cover the pressures was made at Cabinet in January 2022 as part of the overall capital programme report, this report simply outlines how the pressures came about for Cabinet to note. For reasons of commercial confidentiality, the breakdown of the £5m allocation of budget to metrobus is included in an exempt appendix to this Cabinet report.

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

<input type="checkbox"/> Bristol City Council workforce	<input type="checkbox"/> Service users	<input type="checkbox"/> The wider community
<input type="checkbox"/> Commissioned services	<input type="checkbox"/> City partners / Stakeholder organisations	
Additional comments: n/a as the report is for information only		

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

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

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

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

Yes
  No


We have not identified any equality impact for citizens, service users or employees on the basis of their protected or other relevant characteristics from the report because:

- The Cabinet report is for information only following a previous decision made at the January Cabinet meeting.
- The report does not relate to any new infrastructure proposals which might require further consideration in terms of accessibility, safety or other relevant impacts for equalities communities.

However we are aware that there are existing disparities for Bristol citizens on the basis of their characteristics and circumstances: disabled citizens; Black, Asian and minority ethnic citizens; women; carers, and people living in rented accommodation and in the most deprived areas of Bristol are more likely to find inaccessible public transport prevents them from leaving their home when they want to. A high proportion of disabled people use the bus to get to work (23.3%), yet only 50.3% of disabled people are satisfied with bus services<sup>2</sup>. Overall the Metrobus programme has provided a significant improvement in transport options for Bristol citizens, including an investment in safe-haven bus stops, low-floor multi-door vehicles, and more frequent services as part of the Council's commitment to reduce inequality in access to high-quality public transport options.

## Step 5: Review

*The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek feedback and review from the [Equality and Inclusion Team](#) before requesting sign off from your Director<sup>3</sup>.*

<p><b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i></p>	<p><b>Director Sign-Off:</b> </p>
<p>Date: 24/1/2022</p>	<p>Date: 25/01/2022</p>

<sup>2</sup> [Quality of Life 2020-21 — Open Data Bristol](#)

<sup>3</sup> Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.





## Appendix F – Eco-impact screening/ impact assessment of proposal

Metrobus Improvement Package only

### Eco Impact Checklist

<b>Title of report: metrobus consolidation package</b>				
<b>Report author: Toby Clayton</b>				
<b>Anticipated date of key decision: 1<sup>st</sup> March 2022</b>				
<b>Summary of proposals:</b> Installation of metrobus shelters Installation of metrobus iPoints				
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	+	Will help to meet commitment to increase public transport passenger numbers and reduce reliance on private car travel, improving air quality and reducing emissions.	
Bristol's resilience to the effects of climate change?	Yes	+	Metrobus is a major public transport intervention that will assist Bristol to reach its target of being carbon neutral by 2030.	
Consumption of non-renewable resources?	No			
Production, recycling or disposal of waste	No			
The appearance of the city?	Yes	+	The iPoints and metrobus shelters act as a visual identifier for metrobus stops. Both features are an integral part of the metrobus brand and have been designed	

			to enhance the public realm.	
Pollution to land, water, or air?	Yes	+	Improving public transport links will help to reduce congestion and improve air quality.	
Wildlife and habitats?	No			
<b>Consulted with:</b>				
<b>Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u></b>				
There are no significant environmental impacts of this proposal.				
The net effects of the proposals are positive as the iPoints and metrobus shelters are key part of the metrobus offer, contributing to increasing public transport passenger numbers, reducing congestion, improving air quality and reducing reliance on the private car.				
<b>Checklist completed by:</b>				
Name:		Ian Maggs		
Dept.:		Public Transport Team		
Extension:		X22911		
Date:		07/10/2021		
Verified by Environmental Performance Team		Daniel Shelton 07/10/2021		

The element of this report that relates to a financial arrangement concerns works that have already taken place. There will therefore be no environmental impact from the proposal.

The metrobus programme has been to Cabinet several times previously and details of Eco Impact were submitted as part of those reports. (Giles Liddell, 5 January 2022)

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

Document is Restricted

# Decision Pathway – Report

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**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 03 March 2022

<b>TITLE</b>	<b>Portway Park &amp; Ride Car Park Expansion</b>		
<b>Ward(s)</b>	Avonmouth & Lawrence Weston		
<b>Author:</b> Andrew Davies	<b>Job title:</b> Principal Transport Planner		
<b>Cabinet lead:</b> Cllr Don Alexander, Cabinet Member Transport	<b>Executive Director lead:</b> Stephen Peacock, Executive Director Growth and Regeneration		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member			
<b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>			
<p>To seek approval to submit a funding bid and Full Business Case to the West of England Combined Authority (WECA), to deliver the expansion of the Portway Park &amp; Ride Car Park by March 2023 and if successful, to authorise the delivery of the scheme.</p>			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. The A4 Portway Park &amp; Ride opened in 2001 with 265 parking spaces and a bus service connecting the site to the city centre. Planning permission was granted in 2007 to extend the site to provide an additional 552 parking spaces (site plan included in Appendix A1). This extension was to be delivered in two phases as only part of this additional capacity was required at that time. Phase 1 of this expansion was delivered in 2008, providing an additional 279 spaces. The remainder of the site consented within that application was constructed and laid out as a future expansion area, to enable the remaining spaces to be delivered in the future when demand for the site required (see Appendix A2).</li> <li>2. A new rail station at Portway Park &amp; Ride is planned to open in summer 2022 which is likely to increase demand for the site; potentially by around 100 cars each day. The delivery of the new rail station will reduce the current capacity of the site by around 30 spaces as space is required for the platform entrances and associated facilities such as a drop-off bay, cycle parking and new accessible ('Blue Badge') parking bays. This will further increase pressure on site capacity if expansion is not delivered.</li> <li>3. A number of other initiatives are likely to drive additional demand for parking at the site such as the introduction of the Clean Air Zone later in 2022 and further investment in public transport along the A4 corridor through the Strategic Corridor upgrade project.</li> <li>4. The site has also been identified as part of the YTL Arena Bristol Travel Mitigations package, to provide a Park &amp; Ride facility for larger events at the planned arena. In January 2022 Bristol's City Council's Cabinet approved the development of an Outline Business Case for West of England Combined Authority funding to contribute towards this arena transport mitigations package, including the expansion and management of the Portway Park &amp; Ride site. This Cabinet report is seeking approval to submit a funding bid to the Combined Authority to bring forward the delivery of the site expansion. If approved and successful, it is anticipated that the YTL Arena Section 106 planning contribution of £562,500 can be used for further improvements to the Portway Park &amp; Ride site including the ongoing management and maintenance of the site.</li> </ol>			



5. In anticipation of the likely additional demand, a site occupancy survey was carried out in January 2020 which found that the site was approaching 80% capacity on some days at that time. The impacts of COVID-19 reduced demand for Park & Ride with a significant drop off in Park & Ride bus passengers using this site from March / April 2020. Demand started to recover from Summer 2021 with steady growth towards the end of 2021. It is anticipated that this recovery will continue, and additional capacity will therefore be required to meet demand following completion of the new rail station.
6. Both the Bristol Transport Strategy (adopted 2019) and the West of England Joint Local Transport Plan 4 (2020-2036) set out the aspiration to expand Portway Park & Ride as part of a broader strategy to expand Park & Ride provision.
7. Work required to deliver the proposed expansion is relatively straightforward and will consist of an upgraded surface to the expansion area, the marking out of parking bays and the installation of lighting to match the existing operational part of the site. A new pedestrian and cycle access is also proposed, connecting directly to the footway along the A4 Portway. This would provide a more direct route into the site for pedestrians and cyclists approaching from the south, thereby also improving accessibility to the new rail station. The proposed site plan is included in Appendix A3.
8. The West of England Combined Authority has identified funding that could potentially be allocated to this project and has invited a bid from Bristol City Council. A Full Business Case is currently being prepared to support a potential bid, which will need to be considered by the West of England Joint Committee. The funding identified would need to be spent by March 2023. A project programme has been prepared which demonstrates that this extension proposal can be delivered by March 2023 if works commence in Summer 2022, following completion of the new rail station. It is anticipated that the cost of delivering the proposed extension will be £922,216.00 including appropriate contingencies.
9. It is likely that proposed works can be delivered via a contract with the Bristol Highways Asset Management and Associated Works Framework 2021-25. Procurement with the framework contractors will need to be undertaken as the works value will exceed £150k. Time required for this procurement is included within the current proposed project programme for completion of the expansion by March 2023.
10. Based on the increase in parking spaces that this expansion will deliver, a pro-rata calculation based on the costs for the existing car park has been undertaken to determine the likely additional annual maintenance / revenue costs associated with the site expansion. The assumed additional cost is £58k per annum (this represents a highest cost scenario).
11. The additional annual revenue costs can be met initially by the YTL Arena Bristol Section 106 planning agreement contribution of £562,500, which will be used for further improvements to the site as well as the site's ongoing management and maintenance. Further revenue sources will be explored as the site is developed further.

**Cabinet Member / Officer Recommendations:**

That Cabinet:

1. Approves the submission of a funding bid in the amount of £922,216.00 and Full Business Case to the West of England Combined Authority, for the expansion of the Portway Park & Ride site.
2. Authorises the Executive Director – Growth & Regeneration, in consultation with the Cabinet Member for Transport, if the bid is successful, to accept and spend the funding to take all steps required to deliver the expansion of the Portway Park & Ride site as outlined in this report including procuring and awarding

contracts which may be over £500k.

**Corporate Strategy alignment:**

1. Maintaining sufficient capacity of the Portway Park & Ride site to meet anticipated demand will ensure that connectivity between people and jobs are maintained for journeys along this corridor, both via the bus service and the future rail connection. Ensuring that Park & Ride remains a credible option for journeys contributes to the promotion of public transport and, as part of a broader transport strategy, encourages active travel. These benefits align with the Corporate Strategy theme of 'Well Connected'.

**City Benefits:**

1. Expansion of the Portway Park & Ride will ensure that appropriate capacity is maintained to support current and future Park & Ride demand on the A4 corridor. Park & Ride provides a safe and attractive environment for car drivers to switch to public transport, thereby reducing car trips.

**Consultation Details:**

1. Statutory consultation undertaken through the 2007 planning application.

**Background Documents:**

- Bristol Transport Strategy - [383a996e-2219-dbbb-dc75-3a270bfce26c \(bristol.gov.uk\)](https://www.bristol.gov.uk/383a996e-2219-dbbb-dc75-3a270bfce26c)
- West of England Joint Local Transport Plan 4 (2020-2036) - [Joint Local Transport Plan - Combined Authority \(westofengland-ca.gov.uk\)](https://www.westofengland-ca.gov.uk/joint-local-transport-plan-combined-authority)

<b>Revenue Cost</b>	<b>£58k per annum</b>	<b>Source of Revenue Funding</b>	Section 106 Developer Funding
<b>Capital Cost</b>	<b>£922,216.00</b>	<b>Source of Capital Funding</b>	Grant (West of England Combined Authority)
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

1. **Finance Advice:** This report seeks cabinet approval to bid for and accept if successful a capital bid of £922m. This project will have on going revenue implications estimated at £0.058m annually.
2. Permanent ongoing revenue funding has not yet been identified for these costs. However, substantial S106 resources exists which can be properly applied to cover these costs until permanent funding is agreed.
3. Further details of both the revenue and capital costs are shown in the tables below:

**Detailed Costs Breakdown:**

**Capital Costs**

<b>Cost Category</b>	<b>Cost (£000s)</b>
Direct construction costs	570
Fees and wider costs (project management, fees, surveys, CCTV etc.)	108
Contingency	236
Inflation	8
<b>Total</b>	<b>922</b>

**Revenue Costs**

<b>Cost Category</b>	<b>Cost (£000s)</b>
National Non-Domestic Rates (Business Rates)	17
Facilities management, maintenance, energy	27

CCTV	14
<b>Total</b>	<b>58</b>

**Finance Business Partner:** Kayode Olagundoye, Interim Finance Business Partner, February 16, 2022

**2. Legal Advice:** The submission of the bid for funding raises no particular legal issues. If successful, the procurement process must be conducted in line with the 2015 Procurement Regulations and the Councils own procurement rules. Legal services will advise and assist officers with regard to the conduct of the procurement process and the resulting contractual arrangements.

**Legal Team Leader:** Husinara Jones, team Leader/Solicitor 17 January 2022

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

**IT Team Leader:** Gavin Arbuckle, Head of Service Improvement & Performance, 21 January 2022

**4. HR Advice:**

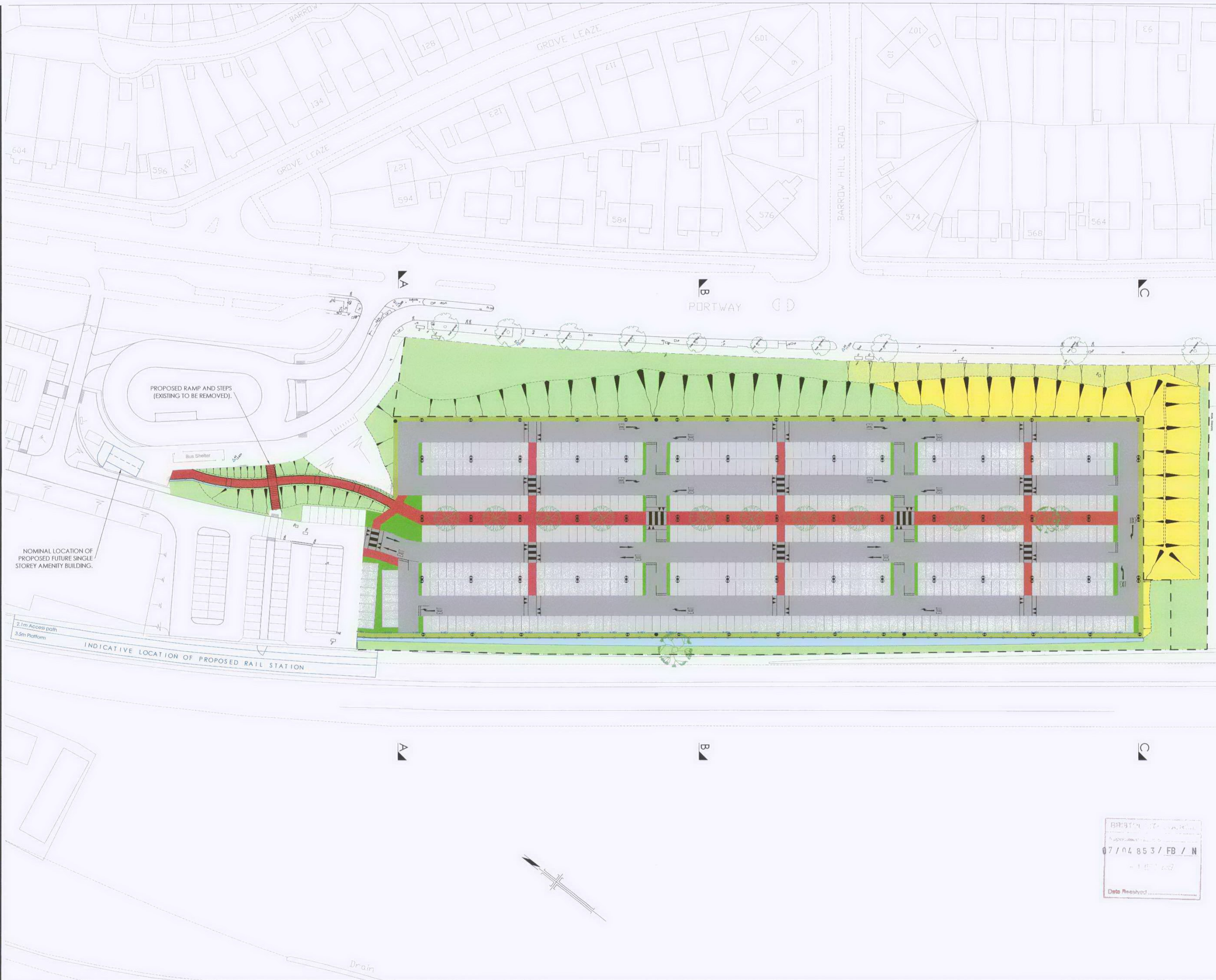
No HR implications evident

**HR Partner:** James Brereton (HR Business Partner), 21 January 2022

<b>EDM Sign-off</b>	Stephen Peacock, Executive Director Growth and Regeneration	19 January 2022
<b>Cabinet Member sign-off</b>	Cllr Alexander, Cabinet Member Transport	20 January 2022
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	31 January 2022

<b>Appendix A – Further essential background / detail on the proposal</b> Appendix A1 – Site Plan Granted Planning Consent in 2007 Appendix A2 – Site Plan Delivered In 2008 Appendix A3 – Proposed Site Expansion Layout	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>YES</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>No</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>





- NOTES**
1. SITE WILL BE SUBJECT TO 50MPH SPEED RESTRICTION AND SIGNED ACCORDINGLY.
  2. CCTV CAMERA SECURITY COVERAGE TO BE MAINTAINED BY ON SITE SECURITY STAFF.
  3. NUMBER OF 4.8 x 2.4m BAYS PROVIDED: 552.
- KEY**
- PROPOSED LANDSCAPED AREA TO LANDSCAPE ARCHITECT'S DETAILS
  - 6m WIDE BITUMINOUS MATERIAL SURFACED CAR PARK ROADWAY
  - PEDESTRIAN FOOTWAY
  - SOUTH CERNEY GRAVEL IN PARKING BAYS AS EXISTING PARK AND RIDE SITES.
  - GROUND COVER PLANTING
  - 1.5m LANDSCAPED VERGE
  - EXISTING TREES/ VEGETATION TO BE RETAINED
  - 1 - 3.5m HIGH RETAINING STRUCTURE
  - 6m LAMP COLUMNS WITH FLAT GLASS LUMINAIRES TO ENSURE MINIMUM LIGHT SPILLAGE
  - CCTV CAMERA
  - 2.4m GALVANISED PALISADE SECURITY FENCE WITH GATES TO SUIT
  - HGV SAFETY KERB
  - POST AND 2 RAIL PEDESTRIAN BARRIER EXCEPT FOR 3 RAIL ON RETAINING STRUCTURE
  - SPECIMEN TREE PLANTING IN FOOTWAY
  - EXISTING STREET TREE TO BE RETAINED
  - EXISTING SEMI-MATURE TREE TO BE REMOVED
  - RAISED CROSSING
  - SPEED CONTROL HUMP
  - NOMINAL 1 IN 3 LANDSCAPED CUT EMBANKMENT
  - NOMINAL 1 IN 3 LANDSCAPED FILL EMBANKMENT
  - EXISTING EMBANKMENT

NOMINAL LOCATION OF PROPOSED FUTURE SINGLE STOREY AMENITY BUILDING.

PROPOSED RAMP AND STEPS (EXISTING TO BE REMOVED).

Bus Shelter

2.1m Access path  
3.5m Platform

INDICATIVE LOCATION OF PROPOSED RAIL STATION

Drain

**BRISTOL CITY COUNCIL**  
**BRISTOL ENGINEERING CONSULTANCY**  
 Kings House, Bond Street, Bristol BS1 3AE  
 Tel: 0117 9222000 Fax: 0117 9222060/9223765  
 E-mail: engineering\_consultancy@bristol-city.gov.uk

Rev.	Date	Description	By

**PORTWAY PARK AND RIDE EXPANSION, BRISTOL**

**PROPOSED SITE LAYOUT**

Client <b>PTSD PUBLIC TRANSPORT</b>	
Project Manager <b>IAN WILLIS</b>	Scale <b>1 : 500 @ A1</b>
Telephone Number <b>0117 9223121</b>	Checked by
Drawn by <b>JNW</b>	Date Issued
Date Drawn	Issued by
<b>SEPTEMBER 2007</b>	

STATUS

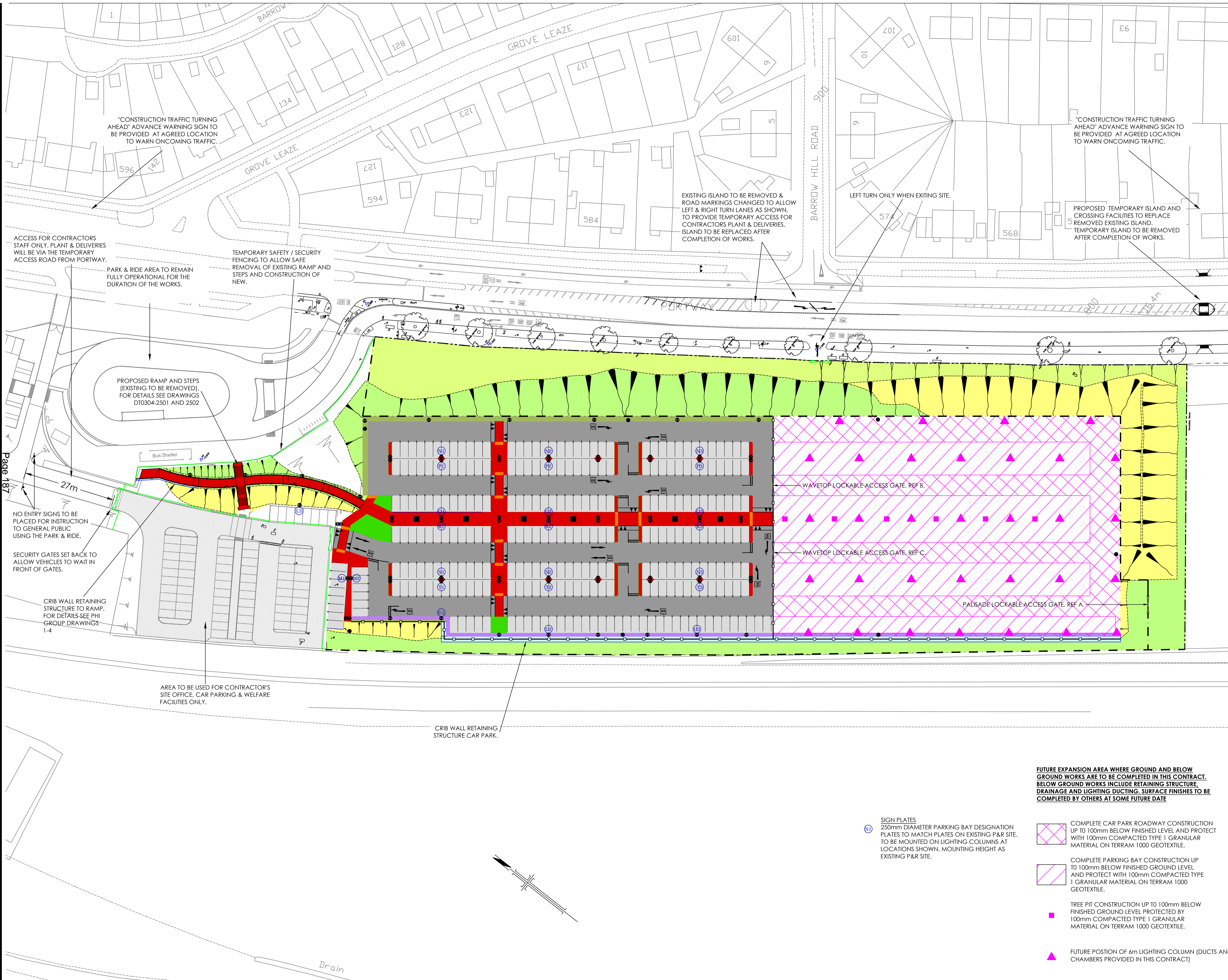
Preliminary  Tender  Construction  As Built

DRAWING NUMBER

Project Number Drawing Revision  
**DT0304 - PLO5 -**







- KEY**
- PLANTING IS NOT INCLUDED IN THIS CONTRACT. FOR TOPSOIL DEPTHS AND SURFACE TREATMENTS REFER TO PLAN NO. DT0304-601
  - LANDSCAPED AREAS. REFER TO DRAWING DT0304-605.
  - 6m WIDE CAR PARK PAVEMENT CONSTRUCTION WITH SMA SURFACING TO APPENDIX 7/1.
  - FOOTWAY CONSTRUCTION WITH TEGULA PAVING TO APPENDIX 11/1.
  - PARKING BAY CONSTRUCTION WITH SOUTH CERNEY GRAVEL SURFACE TO APPENDIX 7/1.
  - GROUND COVER PLANTING
  - SOFT LANDSCAPED VERGE
  - EXISTING TREES/ VEGETATION TO BE RETAINED
  - PAVED CONSTRUCTION WITH PCC SLAB SURFACING TO APPENDIX 11/1.
  - 1 - 3.5m HIGH RETAINING STRUCTURE
  - 6m LAMP COLUMNS
  - CCTV CAMERA POLE FOUNDATION. POLE AND CAMERA BY OTHERS.
  - 2.4m PALISADE SECURITY FENCE WITH GATES TO SUIT
  - 1.2m HIGH WAVETOP STEEL FENCING
  - POST AND 2 RAIL PEDESTRIAN BARRIER EXCEPT FOR 3 RAIL ON CRIB WALL
  - 1.8m ULTIMATE PROFILED MESH FENCE
  - LIGHTING COLUMN PROTECTION ISLAND
  - TREE PIT IN FOOTWAY. SPECIMEN TREE PLANTED BY OTHERS.
  - 800mm WIDE TACTILE PAVING.
  - SPEED CONTROL HUMP
  - NOMINAL 1 IN 3 LANDSCAPED CUT EMBANKMENT
  - NOMINAL 1 IN 3 LANDSCAPED FILL EMBANKMENT

**BRISTOL CITY COUNCIL**

**BRISTOL ENGINEERING CONSULTANCY**

Kings House, Bond Street, Bristol BS1 3AE

Tel: 0117 9222000 Fax: 0117 9222060/9223765  
E-mail: engineering\_consultancy@bristol-city.gov.uk

Rev.	Date	Description	By
A	11.08.08	PARKING BAY PLATES ADDED	JD

**PORTWAY PARK AND RIDE EXPANSION, BRISTOL**

**PROPOSED SITE LAYOUT**

Client  
**PTSD PUBLIC TRANSPORT**

Project Manager  
**IAN WILLIS**

Telephone Number  
**0117 9223121**

Drawn by  
**JNW**

Date Drawn  
**SEPTEMBER 2007**

Scale  
**1 : 500 @ A1**

Checked by

Date Issued

Issued by

**STATUS**

<input type="checkbox"/> Preliminary	<input type="checkbox"/> Tender	<input checked="" type="checkbox"/> Construction	<input type="checkbox"/> As Built
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**DRAWING NUMBER**

Project Number	Drawing	Revision
<b>DT0304</b>	<b>- 106</b>	<b>- A</b>

**FUTURE EXPANSION AREA WHERE GROUND AND BELOW GROUND WORKS ARE TO BE COMPLETED IN THIS CONTRACT. BELOW GROUND WORKS INCLUDE RETAINING STRUCTURE, DRAINAGE AND LIGHTING DUCTING. SURFACE FINISHES TO BE COMPLETED BY OTHERS AT SOME FUTURE DATE**

- SIGN PLATES**  
250mm DIAMETER PARKING BAY DESIGNATION PLATES TO MATCH PLATES ON EXISTING P&R SITE. TO BE MOUNTED ON LIGHTING COLUMNS AT LOCATIONS SHOWN. MOUNTING HEIGHT AS EXISTING P&R SITE.
- COMPLETE CAR PARK ROADWAY CONSTRUCTION UP TO 100mm BELOW FINISHED LEVEL AND PROTECT WITH 100mm COMPACTED TYPE 1 GRANULAR MATERIAL ON TERRAM 1000 GEOTEXTILE.
  - COMPLETE PARKING BAY CONSTRUCTION UP TO 100mm BELOW FINISHED GROUND LEVEL AND PROTECT WITH 100mm COMPACTED TYPE 1 GRANULAR MATERIAL ON TERRAM 1000 GEOTEXTILE.
  - TREE PIT CONSTRUCTION UP TO 100mm BELOW FINISHED GROUND LEVEL PROTECTED BY 100mm COMPACTED TYPE 1 GRANULAR MATERIAL ON TERRAM 1000 GEOTEXTILE.
  - FUTURE POSITION OF 6m LIGHTING COLUMN (DUCTS AND CHAMBERS PROVIDED IN THIS CONTRACT)

"CONSTRUCTION TRAFFIC TURNING AHEAD" ADVANCE WARNING SIGN TO BE PROVIDED AT AGREED LOCATION TO WARN ONCOMING TRAFFIC.

"CONSTRUCTION TRAFFIC TURNING AHEAD" ADVANCE WARNING SIGN TO BE PROVIDED AT AGREED LOCATION TO WARN ONCOMING TRAFFIC.

EXISTING ISLAND TO BE REMOVED & ROAD MARKINGS CHANGED TO ALLOW LEFT & RIGHT TURN LANES AS SHOWN. TO PROVIDE TEMPORARY ACCESS FOR CONTRACTORS PLANT & DELIVERIES. ISLAND TO BE REPLACED AFTER COMPLETION OF WORKS.

PROPOSED TEMPORARY ISLAND AND CROSSING FACILITIES TO REPLACE REMOVED EXISTING ISLAND. TEMPORARY ISLAND TO BE REMOVED AFTER COMPLETION OF WORKS.

ACCESS FOR CONTRACTORS STAFF ONLY. PLANT & DELIVERIES WILL BE VIA THE TEMPORARY ACCESS ROAD FROM PORTWAY.

TEMPORARY SAFETY / SECURITY FENCING TO ALLOW SAFE REMOVAL OF EXISTING RAMP AND STEPS AND CONSTRUCTION OF NEW.

PARK & RIDE AREA TO REMAIN FULLY OPERATIONAL FOR THE DURATION OF THE WORKS.

PROPOSED RAMP AND STEPS (EXISTING TO BE REMOVED). FOR DETAILS SEE DRAWINGS DT0304-2501 AND 2502

NO ENTRY SIGNS TO BE PLACED FOR INSTRUCTION TO GENERAL PUBLIC USING THE PARK & RIDE.

SECURITY GATES SET BACK TO ALLOW VEHICLES TO WAIT IN FRONT OF GATES.

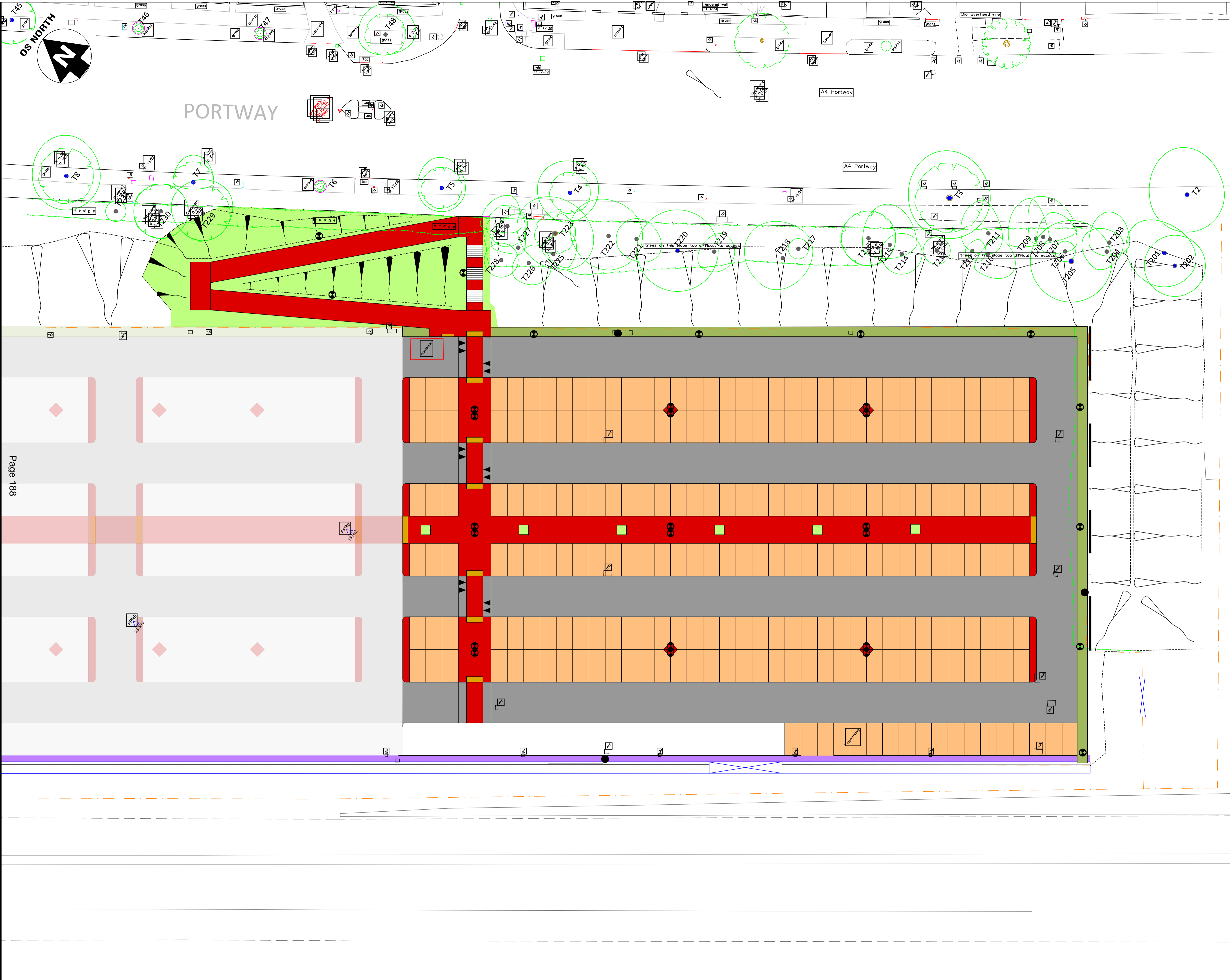
CRIB WALL RETAINING STRUCTURE TO RAMP. FOR DETAILS SEE PHI GROUP DRAWINGS 1-4

AREA TO BE USED FOR CONTRACTORS SITE OFFICE, CAR PARKING & WELFARE FACILITIES ONLY.

CRIB WALL RETAINING STRUCTURE CAR PARK.

Drain





Page 188

- KEY**
- 6m WIDE CAR PARK PAVEMENT CONSTRUCTION WITH SMA SURFACING.
  - FOOTWAY CONSTRUCTION WITH TEGULA PAVING.
  - PARKING BAY CONSTRUCTION WITH SOUTH CERNEY GRAVEL SURFACE.
  - SOFT LANDSCAPED VERGE
  - 6m LAMP COLUMNS
  - CCTV CAMERA POLE BY OTHERS.
  - LIGHTING COLUMN ISLAND.
  - TREE PIT IN FOOTWAY.
  - 800mm WIDE TACTILE PAVING.
  - SPEED CONTROL HUMP.
  - NOMINAL 1 IN 3 LANDSCAPED CUT EMBANKMENT.

**CITY DESIGN**  
**ENGINEERING**  
**DESIGN**  
 PO Box 3176, Bristol, BS3 9FS

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Rev.	Date	Description	By

**PORTWAY PARK AND RIDE EXTENSION**

**PRELIMINARY LAYOUT**

Client

Drawn by <b>JNW</b> Date Drawn <b>MARCH 2021</b> Status <b>PRELIMINARY</b> Scale <b>1:500 @ A1</b>	Checked by  Date Issued  Issued by  
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Project Number <b>E20011</b>	Drawing <b>002</b>	Revision <b>-</b>
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# Decision Pathway – Report



**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 18 January 2022

<b>TITLE</b>	YTL Arena Bristol – Travel Mitigations		
<b>Ward(s)</b>	Henbury & Brentry, Southmead, Filton, Avonmouth & Kingsweston, Central		
<b>Author:</b> Laurence Fallon	<b>Job title:</b> Transport Development Manager		
<b>Cabinet lead:</b> Cllr Don Alexander, Cabinet member for Transport	<b>Executive Director lead:</b> Stephen Peacock, Strategic Director for Growth and Regeneration		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Mayor <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>			
<ol style="list-style-type: none"> <li>1. To provide an update on cross-boundary joint working for the delivery of transport infrastructure to serve various planned developments in the North Fringe area including YTL Arena, Bristol, various housing developments and addressing local transport concerns.</li> <li>2. To summarise the package of measures required to be delivered and operational by summer/autumn 2024 opening date for the YTL Arena, Bristol.</li> <li>3. To seek agreement to proceed, in partnership with South Gloucestershire Council (SGC), with an Outline Business Case (OBC) for the obtaining of West of England Combined Authority (WECA) funding to supplement existing s106 monies towards the delivery of transport infrastructure</li> </ol>			
<b>Evidence Base</b>			
<p>The re-use of the Brabazon Hangars at Filton was given planning committee approval in March 2020, with the final decision notice issued, along with the signing of the section 106 agreement in April 2021. Relevant excerpts from the Committee Report are included in Appendix A (Background Paper A Committee Report – Transport. Background Paper B – Committee Slides).</p> <p>The timely delivery of a package of sustainable transport and network management interventions is required in order to enhance the accessibility of the Arena whilst minimising its impact on local communities in north Bristol as well as supporting delivery of various housing developments in the area. The development is required to meet strict modal share targets, with accompanying planning conditions and obligations to fund and monitor the success of the accompanying transport package. The intention is that visitors to the Arena view the local transport network as a single system managed and coordinated by the various authorities.</p>			
<b><u>Work Package 1 (WP1) – M5 Junction 16 &amp; Aztec West signal co-ordination</u></b>			
<p>This requires the linking of the traffic signals at the Aztec West roundabout with junction 16 of the M5 and follows National Highways’s (NH, previously Highways England) requirement for this mitigation to be finalised prior to construction of the Arena. SGC &amp; NH will be entering into a legal agreement to deliver and manage this arrangement by Spring 2022. Bristol City Council (BCC) requires sufficient oversight of WP1 to ensure that it meets the requirements of wider network management, including the monitoring of congestion, the live management of incidents and the remote surveillance necessary, which needs to accompany this. This will also support various housing developments and whilst ensuring no negative impact for local residents and businesses in local area of Bristol.</p>			
<b><u>Work Package 2 (WP2)</u></b>			
<p>The interventions set out in A, B, C and D below are extensive and require to be delivered for opening of Bristol YTL Arena in summer/autumn 2024. This will involve the majority of teams within City Transport and Highways &amp; Traffic servicers. The</p>			

interventions can be split into four main areas and are briefly summarised below. The sums of money secured through section 106 by BCC and SGC to deliver these interventions together with the indicative requirement for BCC WECA funding is confirmed in Appendix A.2. This details BCC WECA funding ask as £1.746m. Work has been undertaken to further refine BCC costs since the date of earlier Development Committee, the total WECA ask for BCC is now £2.666m, please see figures in Finance section.

#### A - Network Management, Signal Operation and Public Safety

- Extension of BNET Fibre Optic Communications Network north of the BCC area
- Signal junction upgrade at Gloucester Road / Toronto Road / Monks Park Avenue
- Variable Message Signage
- Funding of Operations Centre resources, joint working / training and installation of SCOOT, UTC and CCTV as appropriate

#### B - Public Transport Infrastructure

- Design, procurement and installation of bespoke Arena Shuttle bus stops in Bristol City Centre
- Funding of staff to manage passengers at City Centre bus stops
- Contribution towards the expansion and management of Portway Park and Ride

#### C - Parking Management, Walking and Cycling Infrastructure

- Design, consultation, delivery and enforcement of an Event-day Residents Parking Scheme in Brentry & Southmead
- Funding of a Southmead area Transport Study, taking into account impacts (and further funding secured from) CPNN
- Contribution towards a formalised (segregated) cycle route along Charlton Road

#### D - Travel Plan Monitoring and Management

- A failsafe payment (bond) in the event of a failure of the travel plan or the failure to meet mode share targets
- Funding of the monitoring of the Travel Plan

The funding established to date comprises section 106 contributions of £1.955m to BCC, £1.162m to SGC with a further £2.742m initially identified to form part of the OBC bid to WECA for further public funds. Please note that the OBC submission only covers a proportion of work packages that have attracted s106, not the full scope that is funded by s106.

#### **Planning Conditions**

YTL are responsible for submitting further detail around numerous planning conditions to deliver necessary internal infrastructure (within the Arena & CPNN site) together with the sustainable travel ticketing, marketing and delivery of Park and Ride and Shuttle bus services, as confirmed on page 2 of Appendix A.2 and referenced in the background papers. The assessment, negotiation and approval of planning conditions is likely to require significant officer time over the coming months prior to commencement and thereafter.

#### **Project Management**

The project management has been ongoing since the summer and comprises a Directors Board, Project Board, Project Management team and specific topic-related working groups, each of which are attended by the relevant teams / officers in BCC.

The project management and topic groups are also attended by Consultants Aecom who are appointed through the WECA Professional Services Framework to develop the Outline and Full Business Cases on behalf of SGC and BCC to obtain WECA funding to deliver the infrastructure identified to be delivered by the authorities.

Internal Project Management within BCC is being supported by the Strategic Partner (Arcadis) who are undertaking a programme management role to draw together the different workstreams within BCC to ensure the timely design, consultation and delivery of strategic transport interventions.

#### **OBC Requirement for WECA Funding**

The value of the contributions was calculated on the basis of the impacts of the development and the cost to deliver mitigation, and then reduced on account of the improvements benefitting the wider area (not just when the arena is operational) for which WECA funding is required to make up the shortfall.

Following further detailed assessment and design work, the value of additional WECA funding is confirmed in Finance section of this report. Cabinet Approval is therefore sought to proceed with the bid in conjunction with SGC in the interests of ensuring timely and sufficient funds to deliver the sustainable travel and network management infrastructure necessary to acceptably accommodate the development in planning terms.



## Cabinet Member / Officer Recommendations:

That Cabinet:

1. Note the contents of the report.
2. Approve the submission of the Outline Business Case (OBC) to West of England Combined Authority (WECA) and the continuation of cross-boundary working to deliver the mitigation required to support the arena and the measures to support the other developments.
3. Authorise the Executive Director Growth and Regeneration, in consultation with Cabinet Member for Transport to submit the Full Business Case to WECA within -6 months.
5. Authorise the Executive Director Growth and Regeneration, in consultation with Cabinet Member for Transport, to take all steps required to procure and enter into contracts within the budget available (including any above £500k), that are required to deliver the range of measures outlined in the report.

### Corporate Strategy alignment:

- **Improving connectivity** – delivery of a multi-modal package of measures that improves the attractiveness of non-car transport
- **Tackling congestion** – the need to encourage and increase reliance upon Arena Park and Ride facilities that intercept visitor journeys soon after leaving the Strategic Highway Network (SRN).

### City Benefits:

- **Health** – reducing the negative environmental and health impacts caused by increased and excessive car reliance
- **Sustainability** – delivering a transport package for the development which minimises future harm to the local area
- **Equality** – Ensuring that each of the interventions made are accessible to all users

### Consultation Details:

Any proposal to implement parking restrictions in an area must by law undergo a statutory public consultation. This will apply to the progressing of an Event Day Residents Parking Zone in affected areas including Henbury, Brentry, Southmead and into the SGC area, including Filton and Charlton Hayes.

### Background Documents:

A – Planning Committee Report – Transport section, 2020.03.04  
B – Officer Transport Presentation to Planning Committee, 2020.03.04  
A.2 s106 and Condition Summary  
A.3 Executive Summary of the OBC.

<b>Revenue Cost</b>	<b>N/A</b>	<b>Source of Revenue Funding</b>	<b>N/A</b>
<b>Capital Cost</b>	<b>£1.955m + £2.666m</b>	<b>Source of Capital Funding</b>	<b>Section 106 + WECA Bid</b>
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

#### 1. Finance Advice:

This report seeks Cabinet approval for the project to submit an Outline Business Case (OBC) to West of England Combined Authority. Subject to WECA assessment this will be followed by a Full Business Case (FBC) submission. The report details that the overall cost of the project will be £4,621,530 comprising £2,666,790, subject to formal OBC and FBC assessment, from WECA and the remainder £1,954,740 being s106 contributions already secured.

The traffic measures we are seeking WECA to provide funding for are detailed in the table below

<b>Workstream</b>	<b>West of England Combined Authority OBC ask</b>	<b>Project Management and risk provision</b>	<b>Revised total</b>
BNET	1,487,000	624,540	2,111,540
Shuttle Bus City Centre Bus Stops	63,000	26,460	89,460
A38 / Toronto Rd signals	32,500	13,650	46,150
Joint working and training of control centre operatives	50,000	21,000	71,000
VMS signage	20,000	8,400	28,400
Walking and Cycling Infrastructure, Charlton Road	225,000	94,500	319,500
	<b>1,877,500</b>	<b>788,550</b>	<b>2,666,050</b>

A provision of 27% has been made for risk in the figures detailed in table above. A Quantified Risk Assessment is being carried out for the wider OBC programme and the results of that will be included in the OBC document. In turn this will further be refined as part of the FBC development.

**Finance Business Partner:**

Kayode Olagundoye, Finance Business Partner

**2. Legal Advice:**

The project involves procuring works, goods and services to implement the various work streams referred to in this report. All procurement will need to be undertaken in accordance with the Public Contracts Regulations 2015, and the Council's own procurement rules and financial regulations. The TRO for the event day residents parking scheme will need to be the subject of a statutory public consultation exercise which will require the consultation to take place at a time when the proposals can be influenced and changed in response to any feedback received as a result of the consultation. Any consultation responses must be taken into account by the decision maker before the TRO is confirmed.

**Legal Team Leader:**

Joanne Mansfield 15th December 2021

**3. Implications on IT:**

No immediate implications on IT in regards to this activity.

**IT Team Leader:**

Gavin Arbuckle – Head of Service Improvement and Performance 13<sup>th</sup> December 2021

**4. HR Advice:**

No impact

**HR Partner:**

Chris Hather, HR Advisor 17<sup>th</sup> December 2021

<b>EDM Sign-off</b>	Growth and Regeneration, Stephen Peacock	14 December 2021
<b>Cabinet Member sign-off</b>	Cllr Don Alexander	17 December 2021
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor Marvin Rees	20 December 2021

<b>Appendix A – Further essential background / detail on the proposal</b> Background Paper A - 2020.03.04 Committee Report - Transport Background Paper B - 2020.03.04 LF Committee slides	<b>YES</b>
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Appendix A.2 s106 and Condition Summary	
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>YES</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>YES</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>No</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>

# Equality Impact Assessment [version 2.9]



Title: Portway Park and Ride Car Park Expansion	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input checked="" type="checkbox"/> Other [Project]	<input checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Growth and Regeneration	Lead Officer name: Andrew Davies/ Toby Clayton
Service Area: City Transport	Lead Officer role: Principal Transport Planner/ Public Transport Officer

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

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

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

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

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

The A4 Portway Park & Ride opened in 2001 with 265 parking spaces and a bus service connecting the site to the city centre. Planning permission was granted in 2007 to extend the site to provide an additional 552 parking spaces (site plan included in Appendix A1). This extension was to be delivered in two phases as only part of this additional capacity was required at that time. Phase 1 of this expansion was delivered in 2008, providing an additional 279 spaces. The remainder of the site consented within that application was constructed and laid out as a future expansion area, to enable the remaining 273 spaces to be delivered in the future when demand for the site required (see Appendix A2).

A new rail station at Portway Park & Ride is planned to open in summer 2022 which is likely to increase demand for the site; potentially by around 100 cars each day. The delivery of the new rail station will reduce the current capacity of the site by around 30 spaces as space is required for the platform entrances and associated facilities such as a drop-off bay, cycle parking and new accessible ('Blue Badge') parking bays. This will further increase pressure on site capacity if expansion is not delivered.

A number of other initiatives are likely to drive additional demand for parking at the site such as the introduction of the Clean Air Zone later in 2022 and further investment in public transport along the A4 corridor through the Strategic Corridor upgrade project. In anticipation of this additional demand, a site occupancy survey was carried out in January 2020 which found that the site was approaching 80% capacity on some days at that time. The same survey site stated the site was operating at a 75% capacity, with the potential of weekday demand exceeding supply if growth continues and the site is not expanded.

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

<input checked="" type="checkbox"/> Bristol City Council workforce	<input checked="" type="checkbox"/> Service users	<input checked="" type="checkbox"/> The wider community
<input type="checkbox"/> Commissioned services	<input checked="" type="checkbox"/> City stakeholder organisations	

Additional comments:

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

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

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

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

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

## Step 2: What information do we have?

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

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

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

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

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

<b>Data / Evidence Source</b> [Include a reference where known]	<b>Summary of what this tells us</b>
<b>Children:</b> Source: <ul style="list-style-type: none"><li>• 2011 Census profiles - <a href="https://www.bristol.gov.uk">Census 2011 - bristol.gov.uk</a></li><li>• Open data Bristol 'Ward profiles' - <a href="#">Dashboards – Open Data Bristol</a></li><li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li><li>• Access to transport and life opportunities, NatCen, 2019</li></ul>	Avonmouth and Lawrence Weston has a higher percentage of children under the age of 15 compared to the city average.

<p><b>Younger People:</b> Source:</p> <ul style="list-style-type: none"> <li>• 2011 Census profiles - <a href="https://census2011-bristol.gov.uk">Census 2011 - bristol.gov.uk</a></li> <li>• Open data Bristol 'Ward profiles' - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• Access to transport and life opportunities, NatCen, 2019</li> </ul>	<p>Avonmouth and Lawrence Weston, has a lower percentage of young people aged 16-24 compared to the city average.</p>
<p><b>Older People:</b> Source:</p> <ul style="list-style-type: none"> <li>• 2011 Census profiles - <a href="https://census2011-bristol.gov.uk">Census 2011 - bristol.gov.uk</a></li> <li>• Open data Bristol 'Ward profiles' - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• Access to transport and life opportunities, NatCen, 2019</li> </ul>	
<p><b>Sex (Female):</b> Source:</p> <ul style="list-style-type: none"> <li>• 2011 Census profile – 2011 Census selected statistic tool - <a href="https://census2011-bristol.gov.uk">Census 2011 - bristol.gov.uk</a></li> <li>• Open data Bristol 'Ward Profiles' - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• Open data Bristol 'Quality of Life Survey Results 2020/21' - <a href="#">Quality of Life 2020-21 — Open Data Bristol</a></li> <li>• Indices of Multiple Deprivation - <a href="https://deprivation-bristol.gov.uk">Deprivation - bristol.gov.uk</a></li> <li>• Deprivation in Bristol - <a href="#">Deprivation in Bristol 2019 (LSOA11) — Open Data Bristol</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• Access to transport and life opportunities, NatCen, 2019</li> </ul>	<p>Fear of crime is higher in Avonmouth and Lawrence Weston when compared with the city average.</p> <p>Caring responsibilities are higher than the city average in Avonmouth and Lawrence Weston.</p>
<p><b>Sex (Male):</b> Source:</p> <ul style="list-style-type: none"> <li>• 2011 Census profile – 2011 Census selected statistic tool - <a href="https://census2011-bristol.gov.uk">Census 2011 - bristol.gov.uk</a></li> <li>• Open data Bristol 'Ward profiles' - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• Crime – Offence Rates 2020/21 (Police), Youth Offending Team Data (BCC) and, Quality of Life Survey Data 2020/21 (All this information comes together in ward profiles) - <a href="#">Quality of Life 2020-21 — Open Data Bristol</a></li> </ul>	

<ul style="list-style-type: none"> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• Access to transport and life opportunities, NatCen, 2019</li> </ul>	
<p><b>Disability:</b> Source:</p> <ul style="list-style-type: none"> <li>• Quality of Life Survey Results 2020/21 - <a href="#">Quality of Life 2020-21 — Open Data Bristol</a></li> <li>• Indices of Multiple Deprivation - <a href="#">Deprivation in Bristol 2019 (LSOA11) — Open Data Bristol</a></li> <li>• Deprivation in Bristol - <a href="#">Deprivation - bristol.gov.uk</a></li> <li>• 2011 Census profile – 2011 Census Selected Statistics Tool - <a href="#">Census 2011 - bristol.gov.uk</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• Access to transport and life opportunities, NatCen, 2019</li> </ul>	<p>Avonmouth and Lawrence Weston has a higher percentage of people that have a health condition or illness that limits their movement a little.</p> <p>Public transport inaccessibility is also relevant to this protected characteristic, please see '<i>Sex (Female)</i>' for statistics.</p> <p>A lower percentage of people in Avonmouth and Lawrence Weston believe air quality and traffic pollution is a problem, when compared to the Bristol average.</p> <p>Data for '<i>Older people</i>' is relevant to this protected characteristic, please see previous section in table.</p>
<p><b>Race:</b> Source:</p> <ul style="list-style-type: none"> <li>• 2011 Census profile – 2011 Census selected statistic tool - <a href="#">Census 2011 - bristol.gov.uk</a></li> <li>• Indices of Multiple Deprivation – <a href="#">Deprivation in Bristol 2019 (LSOA11) — Open Data Bristol</a></li> <li>• Deprivation in Bristol – <a href="#">Deprivation - bristol.gov.uk</a></li> <li>• Quality of Life Survey Results 2020/21 - <a href="#">Quality of Life 2020-21 — Open Data Bristol</a></li> <li>• Census 2011 Information – Ward profiles - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• Access to transport and life opportunities, NatCen, 2019</li> </ul>	<p>Avonmouth and Lawrence Weston has a significantly lower percentage of people from Black, Asian and Minority Ethnic backgrounds, when compared to the city average.</p> <p>Public transport inaccessibility and air quality are relevant to this protected characteristic, please find data in '<i>Sex (Female)</i>' and '<i>Disability</i>' sections respectively.</p>
<p><b>Pregnancy and Maternity:</b> Source:</p> <ul style="list-style-type: none"> <li>• 2011 Census profile – 2011 Census selected statistic tool – <a href="#">Census 2011 - bristol.gov.uk</a></li> <li>• 2011 Census information – Ward profiles - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• Quality of Life Survey Results 2020/21 - <a href="#">Quality of Life 2020-21 — Open Data Bristol</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• Access to transport and life opportunities, NatCen, 2019</li> </ul>	<p>Percentage of children (Under 15), public transport inaccessibility, and air quality are relevant to this protected characteristic – please find data in '<i>Children</i>' '<i>Sex (Female)</i>' and '<i>Disability</i>' sections, respectively.</p>

<p><b>Religion and Belief:</b></p> <p>Source:</p> <ul style="list-style-type: none"> <li>• 2011 Census profile – 2011 Census selected statistic tool - <a href="http://Census 2011 - bristol.gov.uk">Census 2011 - bristol.gov.uk</a></li> <li>• 2011 Census information – Ward profiles - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• Quality of Life Survey Results 2020/21 - <a href="#">Quality of Life 2020-21 — Open Data Bristol</a></li> <li>• Crime – Offence Rates 2020/21 (Police), Youth Offending Team Data (BCC) and, Quality of Life Survey Data 2020/21 (All this information comes together in ward profiles) - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• Access to transport and life opportunities, NatCen, 2019</li> </ul>	<p>Fear of crime and Crime rates are relevant to this protected characteristic, please see the ‘<i>Sex (Female)</i>’ and ‘<i>Sex (Male)</i>’ sections above for data, respectively.</p>
<p><b>Gender Reassignment:</b></p> <p>Source:</p> <ul style="list-style-type: none"> <li>• Quality of Life Survey Results 2020/21 - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• Access to transport and life opportunities, NatCen, 2019</li> </ul>	<p>Fear of crime is relevant to this protected characteristic. Please see ‘<i>Sex (Female)</i>’ section above for data.</p>
<p><b>Sexual Orientation:</b></p> <p>Source:</p> <ul style="list-style-type: none"> <li>• Quality of Life Survey Results 2020/21 - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• Access to transport and life opportunities, NatCen, 2019</li> </ul>	<p>Fear of crime is relevant to this protected characteristic. Please see ‘<i>Sex (Female)</i>’ section above for data.</p>
<p><b>Marriage and Civil Partnership:</b></p> <p>There is no evidence to suggest that this protected characteristic group might experience transport differently today.</p>	
<p><b>Poverty and Deprivation:</b></p> <p>Source:</p> <ul style="list-style-type: none"> <li>• Deprivation in Bristol - <a href="#">Deprivation - bristol.gov.uk</a></li> <li>• Indices of multiple deprivation - <a href="#">Deprivation in Bristol 2019 (LSOA11) — Open Data Bristol</a></li> <li>• Quality of Life Survey Results 2020/21 - <a href="#">Quality of Life 2020-21 — Open Data Bristol</a></li> <li>• 2011 Census Information – Ward Profiles - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> </ul>	<p>Some wards along the Severn Beach Line have neighbourhoods that fall within the 20% most deprived areas in the country. These wards are: Avonmouth and Lawrence Weston.</p> <p>Avonmouth and Lawrence Weston has a higher percentage of obese people than the city average.</p> <p>Car ownership, satisfaction with public transport provision, public transport inaccessibility, fear of crime, and air quality are all relevant to this protected characteristic. Please find data for these topics in</p>



<ul style="list-style-type: none"> <li>• Access to transport and life opportunities, NatCen, 2019</li> </ul>	<i>'Race', 'Pregnancy and maternity', 'Sex (Female)' and 'Disability'</i> sections above.
<p><b>Education, Language, and Literacy:</b> Source:</p> <ul style="list-style-type: none"> <li>• Quality of Life Survey Results 2020/21 - <a href="#">Quality of Life 2020-21 — Open Data Bristol</a></li> <li>• 2011 Census Information – Ward profiles - <a href="#">Dashboards — Open Data Bristol</a></li> <li>• Deprivation in Bristol – <a href="#">Deprivation - bristol.gov.uk</a></li> <li>• Indices of multiple deprivation - <a href="#">Deprivation in Bristol 2019 (LSOA11) — Open Data Bristol</a></li> <li>• FS13 Future of Transport – Equalities and access to opportunity, FS13 Rapid Evidence Review, Department for Transport, 2020</li> <li>• Access to transport and life opportunities, NatCen, 2019</li> </ul>	Avonmouth and Lawrence Weston has a higher percentage of people without a formal qualification, in comparison to the city average.
<b>Additional comments:</b>	

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

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

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

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

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

There are no gaps in the evidence base at this stage of the process. The assessment will be continuously reviewed throughout the course of the Portway P&R extension scheme/Portway rail station access to ensure that the evidence base is comprehensive and up to date.

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

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

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

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

The Portway Park and Ride expansion proposal was discussed and included in the YTL Arena Travel Mitigations Package. This package was approved at the BCC cabinet meeting on the 18<sup>th</sup> of January 2022. Engagement undertaken with officers, executive directors, and cabinet members through this process. These detailed proposals, including required funding options, are now being brought forward through the BCC key decision pathway. Engagement with statutory consultees was held as part of the planning application.

## 2.5 How will engagement with stakeholders continue?

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

Further public engagement will be undertaken - for example, informing new bus service contracts that serve the site. The project will look to continue engagement with the Cabinet Member for Transport, who is also a ward member for Avonmouth and Lawrence Weston.

## Step 3: Who might the proposal impact?

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

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

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

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

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many groups)	
Whilst we have not identified any significant negative impacts from the proposal at this stage we are aware of existing issues for local citizens based on their characteristics which we will seek to address and mitigate where possible through project design and delivery.	
There may be location specific issues that only present themselves later in the project.	
<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	The cost of owning and running a car is high, younger people are less likely to be able to afford these costs, therefore they are more reliant on public transport. Adults under the age of 30 have more limited car access than other age groups but make greater use of buses, trains, and bicycles.
Mitigations:	Improvements to the accessibility and affordability of public transport will be made through the expansion of the existing Portway P&R site. By expanding the site it is supporting its continued operation in the future, and continues to facilitate bus and rail usage from the site. These improvements will benefit younger people as they utilise buses and trains to access employment, education, training, and activities. Improved access from the footway along the A4 Portway will be created to help improve pedestrian access to the rail station. This access includes a ramp, which will improve accessibility for those with reduced mobility.
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Older people (70+) have more limited access to cars and a lower car use than adults aged 30-69. Older people are more likely to have a disability or long-term health

	problem which could affect their ability to use transport (inclusive of mobility impairments, hearing impairments, and cognitive impairments).
Mitigations:	Maintaining and improving the accessibility and availability of public transport is essential for this demographic, in doing so it will enhance the opportunities for older people to remain connected and maintain their independence. The expansion of the Portway P&R will continue to facilitate public transport use from the area, and see that these services are upheld in the future. Improved access from the footway along the A4 Portway will be created to help improve pedestrian access to the rail station. This access includes a ramp, which will improve accessibility for those with reduced mobility. All users should be able to park close to the station entrance/exit, there will also be provision for accessible parking bays adjacent to the station entrance/exit.
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Those with mobility impairments have more limited car access and lower car use than those without mobility impairments. Disabled people use trains and bicycles considerably less than the rest of the population, which would suggest there are barriers to using trains and buses. These barriers could include lack of accessible infrastructure at the station, uneven terrain or challenging topography, and challenging pedestrian environments. Many disabled people are reliant on public transport for access to employment, maintaining social networks, education, healthcare and other services.
Mitigations:	The provision of accessible parking bays (blue badge holders) adjacent to the rail platform entrance/exit points will assist in making the platform accessible to people with mobility impairments. The expansion of the Portway P&R will continue to facilitate public transport use from the area, and see that these services are upheld in the future. Improved access from the footway along the A4 Portway will be created to help improve pedestrian access to the rail station. This access includes a ramp, which will improve accessibility for those with reduced mobility. The long term use of the public transport options facilitated at the Portway Park and Ride will help to improve the health of people who suffer from a respiratory illness and contribute toward improving air quality in Bristol.
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Experiences of public transport are different depending on Sex. It has been found that women are less likely to take longer journeys, they are less likely to travel at night or on weekends due to perception of safety. Lack of perceived safety is due to a number of factors including reduced frequency, longer wait times, no or poor CCTV, and no real time information. Inadequate public transport creates barriers for women accessing employment and educational opportunities. Women use trains and bicycles less frequently, most likely as a result of the barriers stated above.  Younger men between the ages of 16-19 are more likely to be victims of crime on the public transport network compared to men of all other age groups. Men are likely to use trains and bicycles more frequently, compared to women.
Mitigations:	Generally, the Portway Park and Ride is considered to be a safe place for people to park. Lighting and CCTV provision as a result of the scheme will help to reduce the fear of crime when travelling on public transport.  Improving safety through the provision of CCTV and lighting on public transport and at public transport stops is an important consideration for younger men.
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Low level of perceived safety on public transport or while waiting for public transport.
Mitigations:	The provision of CCTV and lighting will help to improve the levels of perceived safety among all groups when travelling on public transport.
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Public transport plays an important role in the social inclusion of many parents with young children. Parent with young children have been identified as vulnerable to social isolation. Exposure to poor air quality and pollutants can also affect the foetal

	development and cause low birth weights, premature births, stillbirths and miscarriages.
Mitigations:	The expansion of the Portway Park and ride will continue to facilitate access to public transport and will be a benefit to this protected characteristic group as it will reduce the likelihood of social exclusion and it will improve connectivity. Ensuring sufficient and safe parking will allow for safe and appropriate access to bus and rail encourage people to use the train more and their cars less, subsequently improving the air quality in the city and reducing the impacts of poor air quality on this demographic.
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Perception of safety is currently a concern for people within this protected characteristic.
Mitigations:	The Portway Park and Ride expansion will improve infrastructure at the site that will enhance feelings of safety. These improvements will come in the form of CCTV and Lighting.
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	People from a Black, Asian and minority ethnic background are less likely to have access to a private vehicle, be more reliant on public transport to access employment, and live in densely populated areas increasing their exposure to air pollution. The Quality-of-Life survey 2021 shows that; 1.2% of Asian/Asian British people; 3.5% of Black/Black British people; 5.1% of Mixed Ethnicity people, take the train to work in comparison with the Bristol average of 2.6%. Black and Asian adults are less likely to participate in active travel, especially cycling. Some people from a Black, Asian and minority Ethnic background may fear racially motivated hate incidents when using public transport, thus potentially causing a barrier to the public transport network. Higher level air pollution exposure is linked to the high proportion of Black, Asian and minority ethnic communities living in densely populated urban areas where air pollution is highest.
Mitigations:	There is a higher reliance on public transport among some Black, Asian, Minority Ethnic communities to access employment and opportunities. By delivering this expansion access to public transport is being maintained and improved which will ultimately facilitate better accessibility to employment. The provision of access to an affordable and available transport mode (rail/bus) can help in reducing the exclusion of people from activities, services, and opportunities.  Enhancing safety and security at the site will be vital in removing the barriers to train usage among this protected characteristic group – provision of CCTV and lighting will help tackle this barrier.  Ensuring the ongoing accessibility to affordable and sustainable modes of transport, such as the bus and rail can be beneficial in improving air quality in densely populated areas.  The scheme encourages people to leave their cars in a safe place and take advantage of sustainable modes of transport for journey's into and around the city. The provision of an access and egress from the railway platform helps to create an interchange with the Portway Park and Ride bus services.
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Safety and the perception of safety is particularly important for a number of groups when using the pedestrian environment and public transport. This is inclusive of people from particular religions or faith communities. The geographical distribution of faith schools means that younger people at these schools may have to travel further distances to access a particular school. The older generation may not have English as their first language, while younger people may have larger number of children. Barriers to families with a larger number of children include, cost, journey planning and ease.

Mitigations:	Safety and security at the site are a key consideration for this protected characteristic group. CCTV and Lighting at the site will improve safety and security. Ensuring the ongoing accessibility to affordable and sustainable modes of transport, such as the bus and rail can be beneficial.
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	There is no evidence to suggest that this protected characteristic group might experience transport in a different way.
Mitigations:	N/A
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<p>People with lower incomes have considerably limited car access but only slightly lower car use than people with higher incomes. People with lower incomes make less use of trains. Their frequency of bicycle use is similar to those with higher incomes. Transport costs and affordability are central to the impact of transport on inequality – if people are not able to get access to a place, they may not be able to access employment, education and training that would improve their prospects. Improving the provision for cycling can have a positive impact on employment opportunities.</p> <p>Only a small number of deprived areas are served by the rail network. Where there are train stations they are often seen as rundown and secluded – leading to fear about using them.</p> <p>Public transport has the potential to increase access to employment and education, in return creating economic prosperity – as long as the transport networks connect more deprived areas to centres of employment and education.</p>
Mitigations:	<p>The scheme encourages people to leave their cars in a safe place and take advantage of sustainable modes of transport for journey's into and around the city. The provision of an access and egress from the railway platform helps to create an interchange with the Portway Park and Ride bus services.</p> <p>The provision of CCTV and Lighting will help minimise negative connotations with the Portway Park and Ride site – this will help improve perceptions of safety.</p> <p>Enabling access to rail services and buses will improve the accessibility to education and training -which could have a positive impact on improving an individual's prospects.</p> <p>The provision of access to the railway platform at Portway and the bus interchange will allow rail users to gain access to the wider, national rail network and city-wide bus network.</p>
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	
Mitigations:	

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

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

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

- Increasing the proportion of journeys made by public transport, walking and cycling will bring about improvements in air quality, particularly affecting those groups who live in densely populated areas.
- It is hoped that the improvements included in this scheme will help encourage rail and bus patronage and reduce the amount of people that use cars, consequently improving the air quality along the route. Better air quality will also benefit the health and wellbeing of residents local to the route.
- Facilitating a greater capacity for people to access public transport will reduce social exclusivity within the area. It will allow people from all protected characteristic groups to gain access to education, employment, training, and activities.
- On site lighting and CCTV can help reduce the unlawful acts on public transport/at public transport stations. This will benefit all users of the site through enhanced feelings of safety and security.
- The provision of accessible parking bays (blue badge) adjacent to the access/egress points of the station will be of benefit to people with reduced mobility.
- The proposals are helping to create a safe and secure place in which people can leave their cars and then continue their onward journeys using the train or bus – which is a more sustainable mode.

## Step 4: Impact

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

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

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

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

- Private car users wishing to use the Park and Ride site may be disrupted by construction traffic during the construction phase of the station access. There may be a temporary reduction in the number of parking spaces available. Construction will be contained to one area of the car park and construction impacts will be managed.
- Localised negative impact of more cars using the Park and Ride site. An element of traffic encouragement will remain.

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

- Improved physical accessibility to the public transport network.
- Improved access to the National rail network.
- Improved accessibility to education, employment, training, and activities.
- Improved air quality – improved health especially for those wards in the centre of the city.
- More direct route for pedestrians and cyclist wishing to access the site from the A4 Portway, removing a barrier to walking and cycling.
- Improved accessibility for people with reduced mobility through the provision of accessible parking bays (blue badge holders) and the provision of an accessible entrance from the A4 Portway footpath to the park and ride site



- Improved perceptions of safety – Installation of CCTV and lighting.

## 4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale
Monitor local data that informs the Portway Station Access development, update scheme and EqIA as necessary – all groups.	Project team	Ongoing
Continue consultation with Atkins (consultant appointed to develop the Full Business Case (FBC)).	Project manager	October 2021 – January 2022
Continue engagement with the cabinet member for transport. Extend this engagement to the ward councillors affected by the scheme.	Project manager	
Improve site accessibility by developing access/egress with the A4 Portway at the Portway P&R site – all groups.	Project manager	
Improve safety at the site through the provision of lighting and CCTV – all groups, especially women, younger people, Black Asian and minority ethnic communities, LGBTQ+ community.	Project manager	
Develop disabled parking bays adjacent to the rail platform to improve accessibility for those people with reduced mobility – this action will benefit people within the following protected characteristics: Disability, Age, Pregnancy and Maternity.	Project manager	

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

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


A monitoring and evaluation plan will be produced before the scheme is implemented so that it is ready to assess the benefits of the work. The plan will be considerate of issues set out in the Equalities Impact Assessment and the plan will help to inform updates to the Equalities Impact Assessment. There will be monitoring of general site usage, as well as more specific information from the Quality-of-Life Survey.

There will be ongoing engagement with the Public Transport Safety and Equalities Group, and the Disabled people and older people pavement and roads advisory group, to monitor the outcomes of the scheme.

There will be a plan in place to monitor the use of the accessible parking bays.

## Step 5: Review

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

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





## Eco Impact Checklist

<b>Title of report: Portway P&amp;R Expansion</b>				
<b>Report author: Toby Clayton</b>				
<b>Anticipated date of key decision: 3<sup>rd</sup> March 2022</b>				
<b>Summary of proposals:</b> Works to expand the existing Portway Park and Ride site by installing 237 spaces (234 new plus the 3 accessible bay delivered in the previous phase of works). This section of the site has already been prepared for use as a car park so the upgrades are minor and will have minimal environmental impact. They include installation of new lighting columns and CCTV cameras in the expansion area, and the creation of a new pedestrian/cycle access point from the A4 Portway footway, to the site. Accessible ramp included.				
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	+ And -	Works to complete the installation will create short term emissions of climate changing gasses through transport, operation of machinery and use of construction materials.	Once operational the increased capacity will help to minimise the number of private car journeys being made into the City. Over the lifetime of the installation the encouragement of multi-modal trips that include the use of sustainable public transport including bus and rail will reduce carbon emissions.
Bristol's resilience to the effects of climate change?	Yes	+ And -	The Portway Park and Ride has been identified as a Future Mobility Zone, its expansion will ensure the future usage of the public transport options available, such as bus and rail.  Minor increases to the area of hardstanding will lead to greater surface runoff during heavy rainfall.	The site already has a large underground storage tank designed to withhold water flow during heavy rainfall.
Consumption of non-renewable resources?	Yes	-	Non-renewable resources will be required in the	Best practice guidelines will be followed to maximise efficient use of

			construction of phase 2.	resources and make use of existing materials on site wherever possible.
Production, recycling or disposal of waste	Yes	-	Construction of phase 2 will lead to the creation of waste materials.	Best practice guidelines and an appropriate site waste management plan will be used to ensure waste generation is minimised with residual disposed of following the waste hierarchy.
The appearance of the city?	Yes	+	The expansion work will alter the visual appearance of the land adjacent to the current park and ride site. Through the installation of car parking spaces, lighting columns, CCTV cameras, and an access ramp and steps from the A4 Portway.	Planning permission for the land has already been awarded. Proposed work will enhance the appearance of the land that is already there. Intention is to intercept car journeys being made into the city, encourage use of more sustainable transport modes, and improved the air quality.
Pollution to land, water, or air?	Yes	+	The expansion of the Portway Park and Ride will encourage the usage of public transport and reduce the amount of car trips being made into the city. Consequently, making improvements to the City's air quality.	
Wildlife and habitats?	Yes	+	Biodiversity net gain will be ensured by making use of landscaping the area surrounding the hardstanding to encourage native biodiversity.	
<b>Consulted with:</b>				
<b>Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u></b>				

The negative environmental impacts of this proposal are minor as the site has already been prepared for the second phase of development. The impacts relate to the construction phase, as well as the increased area of hardstanding and its impact on increased surface runoff during heavy rainfall. Best practice will be followed to mitigate the impacts of construction, surface water runoff will be intercepted by a holding tank already installed on site, and the lifetime carbon savings achieved through shifting to multi-modal journeys is expected to offset the emissions associated with construction.

Planning permissions already in place to allow the alteration to the visual appearance of the land, where necessary.

The net effects of the proposals are positive as the expansion of the park and ride site will help to ensure the continued use of public transport, including bus and rail, from the site, and reduce the number of car journeys being made into the City, thus contributing to improved air quality.

**Checklist completed by:**

Name:	Toby Clayton
Dept.:	Public Transport Team
Extension:	
Date:	24/01/2022
Verified by Environmental Performance Team	Daniel Shelton 01/02/2022

# Decision Pathway – Report

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**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 03 March 2022

<b>TITLE</b>	<b>Home to School Travel DPS Framework Re-commission</b>		
<b>Ward(s)</b>	City Wide – all wards		
<b>Author:</b> Gail Rogers	<b>Job title:</b> Head of Children’s Commissioning		
<b>Cabinet lead:</b> Councillor Asher Craig	<b>Executive Director lead:</b> Hugh Evans		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Mayor <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b> Seeking approval to implement a sustainable and cost-effective Home to School Travel service that supports children to travel with maximum independence. Decommission the current Home to School Travel framework agreement and run a competitive tender to establish a new Dynamic Purchasing System framework to manage costs and respond to demand growth for the Service.			
<b>Evidence Base:</b> The current arrangement for Home to School Travel is a closed framework agreement with 32 suppliers (17 hold current routes), with an annual contract value of £4million. This closed framework began in 2019 and is due to expire 31st July 2023. Demand for travel by hired out vehicles has increased 37% in the last three years without the potential to increase contractors under the existing closed contract. The framework is no longer fit for purpose and poses the following risks: <ul style="list-style-type: none"> <li>• Demand is increasing but we cannot increase capacity through the closed framework and therefore risk failing in our statutory duty;</li> <li>• Existing providers have vulnerable business models evidenced through covid and Brexit;</li> <li>• The closed framework means we do not benefit from wider price competition, innovations, or improved quality in the market</li> </ul> <p>Budget spend in 20/21 was £5.6m and overspent by £1m on the use of hired out vehicles (third party spend). There is an urgent need to achieve best value for each route and for the whole service while ensuring quality and capacity.</p> <p>The service needs to be in a position where it is supporting the Education, Health and Care Plan annual review process when travel independence training is recommended. The Home to School Travel team has revised its staffing structure to allow for more joined up review of travel arrangements and to develop independence training initiatives. To further assist with the development of proposals, we would like to engage with parents and carers over our general policy and over our plans to help children to travel as independently as their individual conditions allow.</p>			
<b>Cabinet Member:</b> That Cabinet: <ol style="list-style-type: none"> <li>1. Authorise the Executive Director People to take all steps required to implement a new Dynamic Purchasing System to enable a competitive framework for transport provision which is open to providers over its life-course, at a contract value of up to £50m from 1st August 2023 for 4 years plus two one-year extensions (4+1+1).</li> <li>2. Note that one-off cost to deliver the framework in full is already secured via Third Party Spend Programme</li> <li>3. Note that a process of engagement and the intention to undertake consultation on the Council’s Home to</li> </ol>			

School Travel policy will take place to develop proposals for the introduction of independent travel training and optimisation of travel routes.

**Corporate Strategy alignment:** The strategic intent and approach of the project, is contained within Theme 1: Children & Young People in the Bristol City Council Corporate Strategy (specifically under point No. 1. 'Child Friendly City' and point No. 2. 'Supported to Thrive' through a sustainable home to school travel service.

**City Benefits:**

Bristol City Council has a duty to provide home to school travel where children are eligible through distance to nearest suitable school, low income, temporary housing or for those in receipt of an Education, Health and Care Plan. The premise of the project is to ensure business continuity and to deliver best value, thereby assuring a quality service for children and young people into the future. The benefit is a model of transport that meets demand and is sustainable for the future. Our aspiration is to undertake this duty in the most enabling way possible for children and families to ensure they are safely supported to independence.

**Consultation Details:**

The intention is to undertake consultation on the Council's Home to School Travel policy to introduce independent travel training and optimisation of travel routes as stated in the outline engagement plan (Appendix B)

**Background Documents:**

1. [DfE Home to school travel and transport statutory guidance](#)
2. [Home to school travel policy](#)
3. [Post 16 school travel policy](#)

<b>Revenue Cost</b>	<b>£46,660</b>	<b>Source of Revenue Funding</b>	15584 - Change Reserve Fund - Third Party Spend Programme
<b>Capital Cost</b>	<b>£ N/A</b>	<b>Source of Capital Funding</b>	N/A
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input checked="" type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:** Finance support this project, which seeks to obtain better value for money through the implementation of a Dynamic Purchasing System and reviews of existing processes, transport provision and optimisation of routes. The proposed full contract value of £50m over the full term of 4 years plus two one-year extensions exceeds the current home to school travel budget (£5.6m p.a.). The intention is that other BCC services will be able to access the transport contracts awarded. Contract commitments must not be made without first identifying additional sources of funding to cover these costs. The anticipated 2022/23 saving of £224k will not however result in a balanced home to school travel budget which is currently overspending. The service will need to identify new funding or further improved use of resources if that position is to be realised. The project cost of £47k will be funded from the Change Reserve Fund - Third Party Spend Programme.

**Finance Business Partner:** Denise Hunt, Finance Business Partner, 17 February 2022

**2. Legal Advice:** The use of a Dynamic Purchasing System will comply with the Public Contracts Regulations 2015 and the Council's own procurement rules. Legal services will advise and assist officers with regard to the conduct of the procurement process and the resulting contractual arrangements. Officers may also need to seek advice regarding any TUPE implications arising from this proposal.

**Legal Team Leader:** Husinara Jones, Team Leader, 17 February 2022

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

**IT Team Leader:** Gavin Arbuckle, Head of Service Improvement and Performance, 17 February 2022

**4. HR Advice:** The report seeks to run a tender process to establish a Home to School Travel framework through a new dynamic purchasing system. There are no significant HR arising from this proposal for Bristol City Council employees.

<b>HR Partner:</b> Lorna Laing, HR Business Partner People, 17 February 2022		
<b>EDM Sign-off</b>	Hugh Evans, Executive Director - People	05/01/22
<b>Cabinet Member sign-off</b>	Cllr Asher Craig	17/01/22
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	31/01/22

<b>Appendix A – Further essential background / detail on the proposal</b> Full Business Case – Re-Profiling Children’s Homes (and associated appendices)	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b> Approach is outlined in (Appendix B) and the accompanying Full Business Case (Appendix A)	<b>YES</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>YES</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>YES</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>

# Full Business Case

## A. PROJECT SUMMARY INFORMATION

<b>Project Name:</b>	Third Party Spend Programme – Home to School Travel Project
<b>Project ID (if known):</b>	21SA012
<b>Cabinet Member:</b>	CLlr Asher Craig
<b>Lead Officer (Sponsor):</b>	Sarah Parker, Director Children & Families Services (project level) Denise Murray, S151 Officer (programme level)
<b>Directorate(s):</b>	People
<b>Associated service areas:</b>	Children’s Services
<b>Report lead author(s):</b>	Gail Rogers, Head of Children’s Commissioning Helen Haggi, Project Manager
<b>Report recipients:</b>	Third Party Spend Programme Board, People EDM, CMB, Cabinet

## B. ORGANISATIONAL CONTEXT

<b>Alignment to corporate theme(s):</b>	<ul style="list-style-type: none"> <li>• Empowering and Caring</li> <li>• Fair and inclusive</li> <li>• Well connected</li> <li>• Wellbeing</li> </ul>														
<b>Portfolio Prioritisation Position:</b>	Programme is #38 in 21/22 Portfolio														
<b>Project category:</b>	<input type="checkbox"/> Saving delivery <input checked="" type="checkbox"/> Compliance / Statutory <input type="checkbox"/> Risk reduction <input checked="" type="checkbox"/> Cost avoidance <input checked="" type="checkbox"/> Improved outcomes <input checked="" type="checkbox"/> Enabling														
<b>Council Budget saving delivery:</b>	<p><b>Budget reference:</b> 15584 - Change Reserve Fund - Third Party Spend Programme</p> <p><b>Savings description (as stated in approved budget):</b> Proposal will deliver efficiencies and cost avoidance from Sept 2022. 5% efficiency saving from contract negotiations as outlined in 22/23 corporate budget setting.</p> <table border="1"> <thead> <tr> <th></th> <th>21/22 £'000s</th> <th>22/23 £'000s</th> <th>23/24 £'000s</th> <th>24/25 £'000s</th> <th>25/26 £'000s</th> <th>Full Yr recurring £'000s</th> </tr> </thead> <tbody> <tr> <td><b>Saving</b></td> <td>-</td> <td>£284</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>		21/22 £'000s	22/23 £'000s	23/24 £'000s	24/25 £'000s	25/26 £'000s	Full Yr recurring £'000s	<b>Saving</b>	-	£284	-	-	-	-
	21/22 £'000s	22/23 £'000s	23/24 £'000s	24/25 £'000s	25/26 £'000s	Full Yr recurring £'000s									
<b>Saving</b>	-	£284	-	-	-	-									

### C. DOCUMENT CONTROL

<b>Document status:</b>	<input type="checkbox"/> Draft <input checked="" type="checkbox"/> Final
<b>Document owner:</b>	Helen Haggi

<b>Version</b>	<b>Author(s)</b>	<b>Description</b>	<b>Date</b>
V00_01	H Haggi	First draft	30/11/2021
V00_02	H Haggi	Further detail/amends from project team	09/12/2021
V00_03	H Haggi	Professional commentary amendments	14/12/2021
V00_04	D Hunt	Professional commentary amendments	04/01/2022
V00_05	H Haggi	Minor amendments following PMO assurance	07/01/2022
V00_06	G Rogers / H Haggi	Minor amendments following comments from Legal	18/02/2022



## EXECUTIVE SUMMARY: DECISION REQUIRED

### Decisions requested from Cabinet:

1. Authorise the Executive Director People to take all steps required to implement a new Dynamic Purchasing System to enable a competitive framework for transport provision which is open to providers over its life-course, at a contract value of up to £50m from 1st August 2023 for 4 years plus two one-year extensions (4+1+1).
2. Note that one-off cost to deliver the framework in full is already secured via Third Party Spend Programme.
3. Note that a process of engagement and the intention to undertake consultation on the Council's Home to School Travel policy will take place to develop proposals for the introduction of independent travel training and optimisation of travel routes.

The Service Area Lead prioritising availability to support the progress of the next phase of work is **Gail Rogers, Children's Services Commissioning**

### Project context summary:

The current arrangement for Home to School Travel is a closed framework agreement with 32 suppliers (only 17 now in operation for the service), with an annual contract value of £4million. This closed framework began in 2019 and is due to expire 31st July 2023. Demand for travel by hired out vehicles has increased 37% in the last three years without the potential to increase contractors under the existing closed contract.

This is no longer fit for purpose and poses the following risks:

- Demand is increasing but we cannot increase capacity through the closed framework;
- Existing providers have vulnerable business models and risk collapsing following covid and Brexit;
- Closed framework means do not benefit from wider price competition, innovations, or improved quality in the market

Budget spend in 20/21 was £5.6m and overspent by £1m on third party spend. We therefore have an urgent need to reduce the cost of service to ensure best value for each route without a compromise on capacity or quality.

### Any key changes since Outline Business Case approval:

Since this project was identified as part of the Third Party Spend Programme an Outline Business Case was written with scope limited to DPS Framework change only. After review on 30 September 2021 a further mandate was requested to include the wider transformation of the service that will consider process efficiencies and route optimisation and maximise cost avoidance. The mandate is available at (Appendix K)

The wider scope and required funding was approved by Third Party Spend Programme Board on 28 October 2021 to support full implementation of the framework.

### Recommended option:

In consultation with the Cabinet Member for Women, Children and Young People, the recommendation is to:

Decommission the current Home to School Travel framework agreement and run a competitive tender to establish a new Dynamic Purchasing System framework to deliver cost avoidance and respond to demand growth for the Service. The contract value is estimated at £50 million for a 4-year contract with the option to extend for 2 further years. This is recommended to address demand within home to school travel services and enable other Bristol City Council Services to use the contract in the future.

To further assist with the development of proposals, we would like to engage with parents and carers over our general policy and over our plans to help children to travel as independently as their individual conditions allow.

This will enable:

1. A framework open to more local and micro providers to increase competition and support the local market.
2. Increased capacity for the Service and potential for cost avoidance.
3. A clear review system accompanied with independent travel training for young people able to achieve greater independence.
4. Recommendations for future service delivery based on modelling of children and their needs attending different settings.
5. Clearer links between Home to School Travel planning and SEND operations to better predict service demand and the drivers of service demand.
6. Other BCC Services outside of home to school to make use of the framework.
7. Co-construction of the future travel and support model.

#### Anticipated cost/benefit profile for preferred option:

	1	2	3	4	Total
£'000s	21/22	22/23	23/24	yy/yy	
<i>Total new/ chargeable costs (incl. contingency)</i>	£ 17,075	£ 29,585	£ -	£ -	£ 46,660
<i>Total opportunity/ non-chargeable costs</i>	£ 9,288	£ -	£ -	£ -	£ 9,288
<b>One-off costs</b>	<b>£ 26,363</b>	<b>£ 29,585</b>	<b>£ -</b>	<b>£ -</b>	<b>£ 55,948</b>
<i>Ongoing costs (incl. contingency)</i>	£ -	£ -	£ -	£ -	£ -
<i>Gross savings (incl. contingency)</i>	£ -	-£ 284,000	£ -	£ -	-£ 284,000
<b>Ongoing</b>	<b>£ -</b>	<b>-£ 284,000</b>	<b>£ -</b>	<b>£ -</b>	<b>-£ 284,000</b>
<b>Net total</b>	<b>£ 26,363</b>	<b>-£ 254,415</b>	<b>£ -</b>	<b>£ -</b>	<b>-£ 228,052</b>
<b>Cumulative net total</b>	<b>£ 26,363</b>	<b>-£ 228,052</b>	<b>-£ 228,052</b>	<b>-£ 228,052</b>	

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

- £46,660 15584 - Change Reserve Fund - Third Party Spend Programme
- Shortfall: none

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

- Fully understand the link between SEND demand and travel to create usable metrics and dashboard.
- More resilience and capacity in transport provision.
- Children safely supported to independence.

#### Estimated timescale to deliver:

- Baseline completion date based on estimated start date: 01/09/2022 – new framework to be in place by start of the new school year.
- Engagement and co-construction of the policies to be complete by September 2022.

#### Learning from previous work

- Lessons learnt from Commissioning and Procurement Officers on previous and similar frameworks is embedded into the delivery approach. Including specific lessons learned from Adult Social Care DPS framework and lessons learned from other area HTST commissioning.

**Any decisions / endorsements already secured:**

- 28/10/21 - Third Party Spend Programme Board approval to fund project resource costs to deliver new framework in full

<b>Total spend to date - New costs:</b>	£4,000
<b>Total spend to date - Opp costs:</b>	-
<b>New costs to deliver project:</b>	£46,660
<b>Opportunity costs to deliver project:</b>	£9,288
<b>Funding required &amp; secured:</b>	£46,660
<b>Funding source(s):</b>	Third Party Spend Programme
<b>Est. timescale for project delivery:</b>	September 2022

## 1. Project overview

BCC has a duty to provide home to school travel where children are eligible through distance to nearest suitable school, low income, temporary housing or for those in receipt of an Education, Health and Care Plan (EHCP). The ambition is to undertake this duty in the most enabling way possible for children and families and in a way that is sustainable in spite of the growth in demand now and potentially reduction at some point in the future.

### Current Provision

Bristol City Council currently operates a framework agreement for Home to School and Social Care Transport (DN394731), this framework is due to expire 31<sup>st</sup> July 2023.

The framework has 32 suppliers and the value is £16 million (£4million per annum) and is split into 9 lots based on size of vehicle:

Category 1 – vehicles licensed to carry up to and including 4 passengers.

Category 2 – vehicles licensed to carry 5 to 6 passengers.

Category 3 – vehicles licensed to carry 7 to 8 passengers.

Category 4 – Registered Disabled Persons Transport

Category 5 – Minibuses licensed to carry 9 to 16 passengers inclusive.

Category 6 – Minibuses licensed to carry 17 to 36 passengers inclusive.

Category 7 – Coaches licensed to carry 35 to 57 passengers inclusive.

Category 8 – Double Decker coaches licensed to carry a minimum of 70 passengers.

Category 9 – Single Decker coaches licensed to carry a minimum of 70 passengers.

Contracts for routes are awarded on an annual basis with 12 different price bands including:

- Size of Vehicle
- Number of Passengers
- Route Distance

Routes are procured on an annual basis, if a route remains the same the following year the contract is extended with the current supplier. Home to school travel arrangements include Post 16 travel, income is received from this spend as they operate as a concessionary type fare.

There are typically 150 escorts employed by the Council on a minimum of 16 hours a week contract who support the service. The budget is £1,197,000 while the forecast spend this year is £1,393,765.

### **Issues with current provision**

Since 2018/19, the numbers of children eligible through EHCP has risen while those eligible in the other categories has fallen. Children with an EHCP may require Special settings to meet their need, and there is insufficient provision for children close to their homes and in Bristol for some. This means that children are travelling greater distances to school. For these children, independent travel is usually not possible, and the journeys they are making are often complicated and lengthy. Children may additionally require an adult to escort them in the vehicle. For these reasons, the use of private hire vehicles with Escorts has grown and the mileage has increased – combined, this leads to an increase in spend over the course of three years with demand estimated to increase. 621 requests received to date in November 2021 compared to 495 in November 2020, an increase of 25%. There were 75 EHCPs finalised in September 2021 which is the highest recorded so far this year.

Fully understanding and predicting the demand through SEND is critical to good planning and effective use of resource. We would like to analyse the different types of route and develop a segmented strategy for providing transport. This could mean bringing some routes back in-house and/or seeking a more integrated transport arrangement which could be used for other populations such as the elderly; it could also mean working with schools to potentially lease a vehicle for them to undertake the transport and for them to have use of the vehicle throughout the day. We need to review the data and cost these alternatives, weighing up the opportunities and risks.

Numbers of children referred for an ECHP assessment continues to rise. The framework through which routes are procured was tendered in 2019 with local providers who can provide a combination of wheelchair accessible minicabs, minibuses and larger vehicles. The framework is closed and does not permit new providers, so that there is little opportunity for competitive pricing and there is now a risk of insufficient vehicles through compliant routes. If we do not re-commission the framework, we risk business failure and we will continue to incur rising costs because the budget has never been addressed to align with the increase for demand on the service. This combined with the effect of the Covid-19 pandemic on the market, Brexit impact on supply chain (driver and fuel), staff shortages due to illness, and isolation requirements has exacerbated the issue.

Incoming requirements relating the Clean Air Zone initiative as part of this framework also need to be factored into the service. The biggest contractors utilised on the framework have the oldest fleet which is an issue as there is a need to reduce the impact of the service on the air quality (company 19/20 spend £862,588, 2021 spend £706,905). The Clean Air Zone Bristol will take effect in summer 2022 and the related requirements will be incorporated into the procurement process.

As we would expect, parents and carers want the best and safest means of transport to school for their children. However, this leads to a demand for taxis with an Escort to take their children to school and resistance in enabling more independent travel as their children grow older. Parents are not there to accompany their children to school and therefore do not go through this pattern of enablement that would be usual with development. Review of travel arrangements for children is often strongly challenged by parents and carers because there is limited availability of support towards independent travel. This prevents children achieving greater independence and means a longer period of time than necessary in some cases where they travel in a taxi to and from school.

If this is not changed, we will see all children with SEND transported by car to school until the end of their entitlement at year 11, creating a greater financial pressure in the service and into adulthood as transitional arrangements are not enabled.

The Home to School Travel service has recently been restructured to include a post which can develop Independent travel training. The post can also develop the use of volunteers to undertake walking journeys or initial journeys on the bus with a child.

## 2. Preferred Option Detailed Case

Our aspiration is to decommission the current framework agreement and run a competitive tender to establish a DPS framework to respond to demand growth and deliver efficiencies in cost. As well as conduct a review with engagement on policies and independent travel training.

This will enable:

- A framework open to more local and micro providers to increase competition and support the local market.
- Increased capacity for the Service and future cost avoidance.
- A clear review system accompanied with independent travel training for young people able to achieve greater independence.
- Recommendations for future service delivery based on modelling of children and their needs attending different settings.
- Clearer links between Home to School Travel planning and SEND operations to better predict service demand and the drivers of service demand.

### 2.1 Project scope

In Scope
<p>Home to School transport is a critical service to ensure all children can attend School. This proposal will have a positive impact to mitigate the demand pressures the service is currently facing.</p> <p>Services in scope</p> <p><u>Home to School Transport – Statutory and Non Statutory Services</u></p> <p>Passengers</p> <ul style="list-style-type: none"><li>o Children in mainstream education</li><li>o Children with Special Educational Needs and Disabilities (SEND)</li><li>o Children in families with low income to include temporary accommodation</li><li>o Walking distance 2+ miles for under age of 8</li><li>o Walking distance 3+ miles aged 8 – 16</li><li>o Children of disabled parents</li><li>o Children in Care (CIC)</li><li>o Post 16 travel</li></ul> <p><u>Adult Social Care</u></p> <p>Passenger Transport Services Team provide service and recharge back</p> <ul style="list-style-type: none"><li>• Day services</li></ul> <p><u>Corporate Ad hoc taxis</u></p> <ul style="list-style-type: none"><li>• Currently no arrangement in place</li></ul>

Out of scope	Any risks/consequences associated with “Out of scope” items
<ul style="list-style-type: none"> <li>• Double and Single Decker coaches licensed to carry a minimum of 70 passengers</li> <li>• Train/ Rail Transport</li> <li>• SLAs with three schools for commissioned services where Schools operate minibus services</li> <li>• Grey Fleet as this is being looked at under a separate workstream.</li> <li>• Short term hire of vehicles</li> <li>• Pool Cars</li> <li>• Park and Ride</li> <li>• Supported Bus Services</li> <li>• Metro Bus</li> <li>• Concessionary Travel</li> <li>• Bus passes</li> </ul>	<p>Other areas of the council could benefit from joining this framework. The intention is to procure a DPS with a contract value that enables the opportunity for other BCC Services to make use of the framework in the future.</p>

## 2.2 SMART Project objectives

	Specific	Measurable	Attainable	Relevant/Realistic	Timebound
1	Re-commission framework that responds to demand growth for the Service	Requirements outlined in competitive tender met by successful supplier leading to framework successful implemented.	Supported by Project Manager, Procurement Lead and Children’s Commissioning as part of project team governance.	Enabling & improved outcomes	September 2022
2	Increase capacity to deliver cost avoidance	Budget and capacity tracking within the Service as BAU. 5% efficiency saving target from contract negotiations £284k as outlined in 22/23 corporate budget setting	Supported by Project Manager, Procurement Lead and Children’s Commissioning as part of project team governance.	Cost avoidance	December 2022
3	Establish an independent travel programme	Route mapping and ECHP data already collected. Mechanisms for continuous improvement and review in place.	Supported by Project Manager, and Children’s Commissioning as part of project team governance.	Enabling & improved outcomes	September 2022
4	Fully understand the link between SEND and demand/travel and	Route optimisation data analysis work to develop a segmented	Supported by Children’s Commissioning liaising with SEND	Enabling, improved outcomes & cost avoidance	September 2022

	create usable metrics and dashboard	strategy for providing transport.	as part of project team governance.		
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## 2.3 Quality expectations – determining how closely your project delivers what it sets out to

There are statutory obligations and requirements which govern the provision of Home to School Travel.

The following policies and regulations will form quality standards as well as SEND Code of Practice in understanding the specialist support children may need to be able to travel to school:

1. DfE Home to school travel and transport statutory guidance (Appendix I.1)
2. Home to school travel policy (Appendix I.2)
3. Post 16 school travel policy (Appendix I.3)

The Children’s Commissioning lead will monitor quality requirements and determine that each item is delivered to expected standard.

## 2.4 Summary Costs and Benefits

The below table provides summary detail of the ‘most likely’ case financial position. Detailed breakdowns and supporting assumptions are included within the project financial sheet (Appendix A.1)

	1	2	3	4	Total
£'000s	21/22	22/23	23/24	yy/yy	
<i>Total new/ chargeable costs (incl. contingency)</i>	£ 17,075	£ 29,585	£ -	£ -	£ 46,660
<i>Total opportunity/ non-chargeable costs</i>	£ 9,288	£ -	£ -	£ -	£ 9,288
<b>One-off costs</b>	£ 26,363	£ 29,585	£ -	£ -	£ 55,948
<i>Ongoing costs (incl. contingency)</i>	£ -	£ -	£ -	£ -	£ -
<i>Gross savings (incl. contingency)</i>	£ -	-£ 284,000	£ -	£ -	-£ 284,000
<b>Ongoing</b>	£ -	-£ 284,000	£ -	£ -	-£ 284,000
<b>Net total</b>	£ 26,363	-£ 254,415	£ -	£ -	-£ 228,052
<b>Cumulative net total</b>	£ 26,363	-£ 228,052	-£ 228,052	-£ 228,052	

## 2.5 Benefits

Financial benefits:

Description	Metric	Owner	Assumption(s)
Increased capacity that delivers cost avoidance via new framework	Savings made on individual route prices	Gail Rogers	5% efficiency saving target £284k as outlined in 22/23 corporate budget setting. Deliver via more competitive rates due to increased capacity with local and micro suppliers operating routes.

Non-financial benefits:

Description	Metric	Owner	Assumption(s)
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Establish an independent travel programme	Service mechanisms for continuous improvement and review.	Gail Rogers	Supporting a minimum of 8 young people per year out of hired in taxis.
Fully understand the link between SEND and demand/travel and create usable metrics and dashboard	Route optimisation data analysis work to develop a segmented strategy for providing transport.	Gail Rogers & SEND	Route optimisation data analysis work will enable a dashboard and segmented strategy for providing transport.

## 2.6 Costs & Funding Sources

Funding source	Budget Holder	Cost-Code	Financial Year (or recurring)	Amount
Change Reserve Fund - Third Party Spend Programme	Denise Murray S151 Officer	15584	Delivery cost split across 21/22 and 22/23	£46,660

<b>Total funding required</b> (ref S15.3)	<b>£46,660</b>
<b>Total funding secured</b>	<b>£46,660</b>
<b>Variance</b>	<b>£0</b>
<b>Variance commentary:</b> N/A	

## 2.7 Key Risks and Issues

There is project RAID (Appendix D), administered and managed by the project manager – this holds project cross-cutting risks and issues. Any project level risks featured in the RAID that need to be escalated are included as part of monthly Third Party Spend Programme Board highlight reporting.

Standard change portfolio issue and exception reports will be used for the project where necessary.

Key risks identified:

ID	Risk / Issue	Mitigation	Rag Rating
R001	Market position is challenging with high competition due to shortage of drivers across the region. This means that we currently compete for sufficiency. Suppliers may not have the resource or skill to complete a different	Conduct market conditions assurance prior to tender process in collaboration with Licensing team. Allow sufficient time as outlined in project plan to support and complete the tender process and alert the market to the expected timescales with workshops to engage with and support suppliers.	



	tender process than they are used to which could result in a lack of competition.		
R002	If we do not re-commission the framework, we risk business failure and we will certainly continue to incur rising costs.	Endorsement to commission the new framework will mitigate business failure risk and rising costs by enabling more capacity and therefore more competitive fixed rates. Engage support for micro businesses when tendering for the DPS to increase competition and help reduce the risk of an increase in price	
R003	Post Covid caution means independent travel training is strongly challenged	Ensure a full plan developed to include Bristol Parent Carer Forum to help understand key issues and reduce any resistance to change with full engagement on plans in collaboration with SEND. Any options will be shaped in collaboration with parents and carers before proposals are made.	
R004	Cost avoidance is not achieved through new contract negotiation due to increased rates influenced by competitive market at tender stage.	Conduct market review with licensing and detailed planning for procurement approach and the contract terms will help to avoid rates increasing. E.g. incentives for suppliers, option to do price per mile cap, set prices for x4 years and open framework encourages competition and supports supplier expansion. Route optimisation and mapping will support the Service to ensure routes are as efficient as possible while still meeting needs. As well as use of a digital tool to produce thorough analysis of driving routes to quantify the accuracy of timing, cost and scenario planning. We will plan workshops with suppliers to support them through the process and give enough time for suppliers awarded routes to engage with passengers and parents prior to commencement for a smooth transition. Train administrator of the DPS early on to develop an efficient process.	
R005	Transitioning to the new framework all in one go rather than phased approach holds risk of delay if any element does not function. Cost avoidance takes longer to realise, and Service disrupted.	Learning for Home to School Travel team is being built into the mobilisation plan to allow for trials and testing by the Service. The time of year for transition is also going to be aligned with Service operational capacity. If the project is delayed the old framework can be relied upon to cover the interim period.	

### 2.7.1 Risk Impact Analysis

Of the key risks and issues identified R001 and R004 are the most complex and key priorities to mitigate further through the outlined approach for procurement.

Where risks or issues cause the project status to be red or amber fortnightly project team meetings will be used to assess and where necessary escalate to the Sponsor's weekly meetings or Programme Board.

## 2.8 Contingency Planning

Overall, there is 75% confidence levels in the project, breaking down as follows:

- One-off costs for delivery (total £46,660):
  - 75% confidence;
- Delivery timeline: 75% confidence
- Benefits Delivery
  - Cost avoidance in 22/23 and ongoing: 5% (due to market demand position)

Optimism bias towards cost avoidance has been challenged by the Programme Board and Programme Manager, with cost avoidance in the business case pitched in the lower end of the scale provided by workstream lead.

## 3. Delivery Approach

### 3.1 Implementation Approach

A predictive plan based approach is intended with the following principles in place to manage project delivery:

- Project plan is based on lessons learned from previous frameworks and delivery progress is reviewed every 2 weeks with project team;
- Regular progress updates with Third Party Spend Programme Board ensure work is moving forward and prioritised.
- 'Go live' assumption - all in one go approach is necessary due to the travel system requirements. The mobilisation phase of the plan is developed further so there is sufficient time to trial and implement in a controlled way.

### 3.2 Benefits Realisation Approach

Roles:

- Project lead is responsible for cost avoidance quantification and delivery relating to target of 5% efficiency saving £284,000 as outlined in 22/23 corporate budget setting.
- Project Manager tracks the cost avoidance quantification, associated delivery actions and reports to programme board via a monthly dashboard.
- The process for capturing cost avoidance is managed in monthly benefits realisation meeting between SRO, Project Lead, Programme Manager and Finance Business Partner.
- Once the Third Party Spend Programme closes in April 2022. Benefits realisation responsibilities (monitoring and realisation) will be transferred to the Service or other relevant programme.

Cost avoidance quantification:

- Cost avoidance calculations are based on corporate budget setting target.
- To avoid double counting in this programme with others 'claiming' similar benefits outside programme, the programme manager liaises with several programmes and savings initiatives; MTFP and programme savings tracker must be checked to minimise counting the same saving twice.
- The principle of 'Spend tops budget' in calculations – if recurrent spend takes place in a service the saving will be taken from that service regardless of whether the service spends over its budget (I.e. budget overspends are not off-set against savings achieved through the programme without agreement by S151 officer);

### 3.3 Procurement Approach

It's the Commissioning and Procurement Group's recommendation to implement a Dynamic Purchasing Systems (DPS) framework for the provision of Home to School Transport and Ad-Hoc services via an open tender. The term should be for at least four years with the option to extend for a further two years (1+1). A DPS agreement will bring us in line with other neighbouring authorities contract for this service and offer flexibility not currently being provided by the current approach.

Further rationale below:

- The DPS encourages competition making it is easier for local suppliers to join the DPS at any time through the life of the contract. This could encourage innovation and saving opportunities.
- Unlimited numbers of suppliers and unrestricted access to smaller suppliers.
- A DPS is not limited to a maximum term of four years.
- Suppliers can apply for additional lots throughout the life of the DPS should their business expand into new areas.
- The flexibility of keeping a DPS agreement open to new suppliers enables BCC to promote potential 'calls for competition' under the DPS in their geographical region. This provides the opportunity to engage with local suppliers and supports policy of working with local businesses for economic growth.

Other procurement options were considered to appoint a managed service, appoint a contract with a single or consortium of operators for a contract per school or geographical area and deliver part of the service in house. Following review, a DPS framework was recommended because it has the most potential to provide value, improve quality and capacity of the Service, while also being aligned to the strategic direction of the Service.

### 3.4 Communications and Engagement Approach

A detailed consultation plan will be developed to gather feedback from key stakeholders on the travel policy and independent travel training programme. When proposals have been developed following this engagement work, we will ask for stakeholder views on those specific proposals before they are put in place. An outline engagement plan is detailed in Appendix B.

### 3.5 Timeline and Key Milestones

Preferred Option A: Key Milestones	Target Date
Full Business Case sign off	01/03/2022
Product Delivery & Transition Complete	31/08/2022
Benefits realisation tracking initiated	01/09/2022
Project closed	01/09/2022
Benefits Delivered/Financial Benefits Realised	02/01/2023

## 4. Project governance for implementation

The project has the following governance structure based on the Third Party Spend Programme. The programme is scheduled to close at the end of April and at that point any project delivery with on-going

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delivery requirements will be transferred to relevant category management, service teams or relevant change programmes.

Project Role	Name	Job Title
Sponsor	Denise Murray	S151 Officer
Project Executive	Lee Hannan	interim Head of Procurement & Supplier Management
Project User(s)	Gail Rogers	Head of Children's Commissioning
Project Supplier(s)	Gina Smalley	Procurement Category Manager
Project Supplier(s)	Tom Allen	Procurement Officer
Project Manager	Helen Haggi	Project Manager

**Project Board meeting regularly? Yes** – regular updates at monthly Programme Board and fortnightly meetings with project team.

**Project Board ToR's agreed and relevant? Yes** - as per Third Party Spend Programme Board ToR

**The following meetings cycle supports the governance:**

- Programme board meetings take place monthly;
- SRO & Programme manager – meet weekly to review progress, risks and issues;
- Sponsor meets with SRO & Programme manager weekly – for escalation of any issues prior to board;
- Projects leads meet with SRO & programme manager on delivery & savings every 2 weeks
- Benefits realisation meetings (with finance) take place monthly.

#### 4.1 Project Tolerances & Controls

Tolerance areas	Project level tolerance	Escalation route	Control & tracking document(s)
<b>Time</b> +/- amounts of time on target completion	+ 1 month from baseline closure 01/09/2022	Third Party Spend Programme Board (to flag/ discuss risk of tolerance breach)	Project Plan Programme Highlight Report Project FBC
<b>Cost</b> +/- amounts of planned budget	+ £5,000 in line with additional month delivery (if required)	Third Party Spend Programme Board (to flag/discuss risk of tolerance breach, and agree to release funds within contingency specified)	Project Plan Programme Highlight Report Project FBC and financials
<b>Quality</b> Defining quality targets in terms of ranges	Non-negotiable due to Service user	Third Party Spend Programme Board (to flag/ discuss risk of tolerance breach)	Requirements outline in tender documentation Product Description

<b>Scope</b> Permitted variation of the scope of a project solution	Increases/additions are permitted only if these can be delivered within the base funding and base timeline of the programme, and clear alignment to the overarching vision.	Third Party Spend Programme Board (for requests for changes to scope). Decisions to expand within the terms described can be agreed by the Board.	Project Plan Project Business Case Programme Highlight Report
<b>Benefits</b> +/- amounts of planned benefit delivery	£0k tolerance against 22/23 saving efficiency target.	Programme Board Delivery Executive (for savings)	Project Business Case & financials Programme Highlight Report
<b>Risk</b> Limit on aggregated value of threats and any individual threat (e.g. threat to operational service versus threat to organisation)	All/any individual Red or purple risks Where aggregate scale of risks faced by project cumulatively of concern to any team/Board member	Third Party Spend Programme Board to review all RED/purple risks. Programme Board to escalate to Directorate or Corporate risk register in line with standard risk processes	RAID Log Contingency Plan Programme Highlight Report

## 4.2 Project Team Resource Requirements

Funding for full delivery and mobilisation of the DPS framework has been secured as part of the Third Party Spend Programme FBC that went to CLB on 12<sup>th</sup> October. The below provides a summary of how the funding will be used to deliver the project by September 2022. The Project Manager, Service Lead and Procurement Officer, BG7 and Travel Analyst are already identified and planned in for delivery.

Role	What they will do	Days needed	Cost per day	Total cost	Opportunity or New Cost	Funding source(s)
Project Manager	Produce detailed plan to co-ordinate development of the Full Business Case Manage delivery of activities in the plan for Cabinet approval Establish Project meetings & begin regular project reporting Support mobilisation of new framework once tender awarded, with a view to putting in place by September 2022.	36	£256	£9,216	N	Third party spend programme
Service Area Lead	Provide service areas expertise advice, guidance and insight to the project Enable access to service-related data and information Support the releasing of key staff to the project team	24	£387	£9,288	O	CS budget

	Support change delivery and mobilisation planning of framework					
Procurement business planning	Full business case	6	£500	£3,000	N	Third party spend programme
Legal	Finalise DPS	4	£770	£3,080	N	Third party spend programme
Travel analyst	Migrate to new DPS on travel system and provide route optimisation reporting and support	7	£350	£2,450	N	Third Party spend programme
Procurement delivery	To deliver DPS tender	15	£500	£7,500	N	Third party spend programme
BG7 0.5	Embed review process and support with independent travel programme	130	£102	£13,260	N	Third party spend programme
Communications Team	Contingency for engagement and communications support for travel policy and independent travel training	-	-	£8,154	N	Third party spend programme

<b>Total opportunity costs</b>	<b>£9,288</b>
<b>Total new costs</b>	<b>£46,660</b>
<b>Total resource costs</b>	<b>£55,948</b>
<b>Total funding being sought</b>	<b>N/A</b>
<b>% Confidence in these figures</b>	<b>75%</b> - high, any change will only be a minor adjustment

## 5. Equalities Impact Assessment (EqIA) Summary of Impact and Key Mitigation

A project EqIA has been prepared (Appendix E) and reviewed by the Equalities Team, which sets out how the programme will coordinate and manage the equalities actions. We have not identified any significant negative impact at this stage. Overall, the project and associated potential savings seeks to minimise and manage any unintended consequences of procurement activities and improve capacity in the Service. This is reflected in the EqIA content to date.

## 6. Climate and Environment Impact Assessment Summary of Impact and Key Mitigation

As outlined in the Eco Impact Assessment (Appendix F) transport and vehicles as part of the home to school travel framework have an impact on our carbon footprint. We need to ensure that vehicles are future proofed to be compliant with Bristol Climate Strategies and the potential requirements of the Bristol Clean Air Zone (CAZ).

The proposals include the following measures to mitigate any impact:

As part of the procurement process to establish a new framework we can make climate strategy and CAZ requirements part of the specification for certain lots. These can be scored against with priority given to Ultra Low Emission Vehicles where appropriate, moving towards mandating compliance within the next two years as part of the framework.

Optimisation of the Service will also be looked at in terms of more efficient route mapping for the Service.

The net effects of the proposals are positive as they will lead to an overall reduction in the carbon footprint of this service provision. Increasing demand will very likely be offset by the replacement of existing ICE vehicles with ULEV and Electric Vehicles through the tender process.

## 7. Privacy-Impact Assessment Summary of Impact and Key Mitigation

A Privacy Impact Assessment has been completed (Appendix G). Impact considered low by the Information Governance Team who confirmed that they do not feel that this processing would meet the requirement for a mandatory DPIA to be completed. There are no further Data Protection concerns as no high-risk data or personal data is being processed in order to tender for the framework.

## 8. Full Business Case - sign off

Below is a record of who has received a copy of the Full Business Case ahead of submission for sign-off.

Name	Job Title	Date circulated
Gail Rogers	Head of Children's Commissioning	02/12/2021
Ann James	Director of Children's & Family Services	21/12/2021
Alison Hurley	Director Education & Skills	21/12/2021
People EDM	N/A	05/01/2022
Third Party Spend Programme Board	N/A	27/01/2022

<b>Decision making authority</b>	Cabinet
<b>Date seeking endorsement</b>	03/03/2022

# APPENDIX

## A. Required commentary and recommended consultation

Recommended bodies/individuals for consultation ahead of submission to the relevant decision making Board:	Commentary (if any)	Date	Version Reviewed
<b>Cabinet Lead</b> Cllr Asher Craig		17/01/2022	V00_05
Executive Director Meeting (EDM)		05/01/2022	V00_04
<b>Professional Views</b>	<b>Commentary</b>	<b>Date</b>	

<p><b>Finance Business Partner</b> Denise Hunt</p>	<p><u>General commentary:</u></p> <p>: Finance support this project, which seeks to obtain better value for money through the implementation of a Dynamic Purchasing System and reviews of existing processes, transport provision and optimisation of routes. The proposed full contract value of £50m over the full term of 4 years plus two one-year extensions exceeds the current home to school travel budget (£5.6m p.a.). The intention is that other BCC services will be able to access the transport contracts awarded. Contract commitments must not be made without first identifying additional sources of funding to cover these costs. The anticipated 2022/23 saving of £224k will not however result in a balanced home to school travel budget which is currently overspending. The service will need to identify new funding or further improved use of resources if that position is to be realised. The project cost of £47k will be funded from the Change Reserve Fund - Third Party Spend Programme.</p> <p><u>Confirmation of funding source(s):</u></p> <p>15584 - Change Reserve Fund - Third Party Spend Programme</p>	04/01/2022	V00_02
<p><b>PMO Operations Manager</b> Lee Ford</p>	<p>The resourcing approach proposed in this business case feels reasonable and has no impact on other work in the portfolio.</p> <p>Decision-makers should feel confident in the resourcing elements of this business case.</p>	15/12/2021	V00_03
<p><b>Head of Service Improvement and Performance</b> Gavin Arbuckle</p>	<p>I can see no implications on IT in regard to this activity.</p>	10/12/2021	V00_02



<b>Information Security View</b> <a href="mailto:Information.Security@bristol.gov.uk">Information.Security@bristol.gov.uk</a> Matthew Reeves	We have reviewed the attached and do not feel that this processing would meet the requirement for a mandatory DPIA to be completed. We have no further Data Protection concerns as there is no high risk data or personal data being processed in order to tender for the framework.	14/12/2021	V00_02
<b>HR Business Partner</b> Lorna Laing	The report seeks to run a tender process to establish a Home to School Travel framework through a new dynamic purchasing system. There are no significant HR arising from this proposal for Bristol City Council employees.	14/12/2021	V00_02
<b>Legal View</b> Husinara Jones	The use of a Dynamic Purchasing System will comply with the Public Contracts Regulations 2015 and the Council's own procurement rules. Legal services will advise and assist officers with regard to the conduct of the procurement process and the resulting contractual arrangements. Officers may also need to seek advice regarding any TUPE implications arising from this proposal.	13/12/2021	V00_02
<b>Commissioning &amp; Procurement View</b> Tom Allen	Recommended procurement approach is compliant with the PCR 2015 as well as the Council's own procurement rules.	10/12/2021	V00_01

## B. Mandatory Project Documents

Document Name (& links to templates)	Document Exists? (Yes/ No)	Document Owner	Hyperlink to document
<a href="#">Project Financial Spreadsheet</a>	Y	Helen Haggi	<a href="#">Appendix A.1</a>
RAID Log	Y	Helen Haggi	<a href="#">Appendix D</a>
<a href="#">Project Plan</a>	Y	Helen Haggi	<a href="#">Appendix H</a>
<a href="#">Equality Impact Assessment Form</a>	Y	Helen Haggi	<a href="#">Appendix E</a>

<a href="#">Climate and Environmental Impact Assessment (CEIA) (previously EcoIA)</a>	Y	Helen Haggi	<a href="#">Appendix F</a>
<a href="#">Privacy Impact Assessment template</a>	Y	Helen Haggi	<a href="#">Appendix G</a>
<a href="#">Project Board Terms Of Reference</a>	Y	Helen Haggi	<a href="#">Appendix H.1</a>
<a href="#">End of Stage Financials Capture Sheet</a>	N	N/A	N/A
<b>Solution Design</b>	N	N/A	N/A

### C. Timeline of approvals and any associated conditions

#	Meeting	Date	Action / Decision / Condition	Date for completion (If applicable)	Owner
1	<b>People EDM</b>	05/01/2022	Endorse ask for Cabinet pathway	n/a	GR
2	<b>CMB</b>	17/01/2022	Endorse ask for Cabinet pathway	n/a	GR



**Section 2: Funding Sources**

Has the full funding been identified?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
---------------------------------------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Part 1: One off costs	21/22	22/23	23/24	Y1/Y2	Y2/Y3	Y3/Y4	Y4/Y5	Y5/Y6	Y6/Y7	Y7/Y8	Y8/Y9
	1	2	3	4	5	6	7	8	9	10	11
OBC development costs to be funded	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
FBC development costs to be funded	£ 6,080	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Delivery costs to be funded	£ 10,995	£ 29,585	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<b>One off costs to be funded (new costs- incl. contingencies)</b>	<b>£ 17,075</b>	<b>£ 29,585</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>

ONE OFF COSTS FUNDING	Lifecycle Stage	Funding Type (select from dropdown)	Proposed funding source/ description	21/22	22/23	23/24	Y1/Y2	Y2/Y3	Y3/Y4	Y4/Y5	Y5/Y6	Y6/Y7	Y7/Y8	Y8/Y9	Budget/ Cost Centre (if known)	Budget holder (Name/ Role)	Status of funding	Comments (incl. indication if the budget holder has agreed/confirmed)
3. Delivery		Reserves	Change reserve funding	17,075	29,585										15584	Nicola Ferguson	3. Agreed & Finalised	Requested and approved as part of Third Party Spend Programme FBC decision by CLB on 12th October.
Total funding sources identified for one off costs:				£ 17,075	£ 29,585	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -				
Is there a shortfall?				No-exact match	No-exact match	No-exact match	No-exact match	No-exact match	No-exact match	No-exact match	No-exact match	No-exact match	No-exact match	No-exact match				
How much is the shortfall (if any)?				£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -				

Part 2: Ongoing Costs	21/22	22/23	23/24	Y1/Y2	Y2/Y3	Y3/Y4	Y4/Y5	Y5/Y6	Y6/Y7	Y7/Y8	Y8/Y9											
	1	2	3	4	5	6	7	8	9	10	11											
Ongoing costs to be funded	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -											
<b>ONGOING COSTS FUNDING</b>																						
Funding Type (select from drop)	Budget/Funding description	21/22	22/23	23/24	Y1/Y2	Y2/Y3	Y3/Y4	Y4/Y5	Y5/Y6	Y6/Y7	Y7/Y8	Y8/Y9	Budget/ Cost Centre (if known)	Budget holder (Name/ Role)	Status of funding	Comments (incl. indication if the budget holder has agreed/confirmed)						
Current funding sources identified for one off:												£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Is there a shortfall?												No-exact match	No-exact match	No-exact match	No-exact match	No-exact match	No-exact match	No-exact match	No-exact match	No-exact match	No-exact match	No-exact match
How much is the shortfall (if any)?												£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -

**Section 3: Budget Change Contract**

<b>Project Summary &amp; Status</b>			
Lead Director:	Sarah Parker	Version:	v1
Programme Manager:	Helen Haggi	Lifecycle Stage/Status:	2. Full Business Case
Portfolio Holder:	Clr Asher Craig	MTRP Saving ID:	21_NS_04 and 21_New03
Date Created:	02-Dec-21	Original Approved:	Third Party Spend Programme FBC
Last Date Amended/Approved:	02-Dec-21		

<b>Savings summary</b>	
Savings Title & Description:	Savings from third party addressable spend programme - 21_NS_04 - Third Party Savings, £500,000; 21_New03 - centralisation of contract management: £250,000

Financial Benefits Realisation profile					Complete incrementally - to show the additional impact each year (the change/movement). Check that the 'total annual recurring' accurately reflects the annual impact.									
Saving description:	Workstream lead (calculates saving)	Category	Confidence %	Service Area + Account Code & Cost Centre	Historical years (Net) £'000s	30/21 (Net) £'000s	31/22 (Net) £'000s	22/23 (Net) £'000s	23/24 (Net) £'000s	24/25 (Net) £'000s	25/26 (Net) £'000s	26/27 (Net) £'000s	Total annual recurring (over the period shown)	
1 Home to School Transport	Gail Rogers	Financial - reduced costs - cost avoidance to respond to increasing demand	75%					284,000					284,000	
2													0	
3													0	
4													0	
5													0	
6													0	
7													0	
8													0	
9													0	
10													0	
<b>Total annual recurring</b>					0.0	0.0	0.0	284,000.0	0.0	0.0	0.0	0.0	284,000.0	
<b>Total cumulative recurring</b>					0.0	0.0	0.0	284,000.0	284,000.0	284,000.0	284,000.0	284,000.0	284,000.0	
<b>Actual/ Forecast Status:</b>					G	G	G	G	G	G	G	G	G	

<b>Supporting Info</b>	
<b>Assumptions, dependencies, risks</b>	
1 Risk	Description: Risk of market factors driving up prices from suppliers eg shortage of drivers across the region. This means that we currently compete for sufficiency. Suppliers may not have the resource or skill to complete a different tender. Potential impact on financial benefits: Lower more competitive rates not achieved and lower net cost avoidance than planned.
2	
3	
4	
<b>Key milestones</b>	
1	Description: 01/09/2021 FBC Sign off - Approval from Cabinet to commission the new framework. Delivered? (Y/N)
2	Description: 31/08/2022 Framework awarded, mobilisation complete and new rates in place to align with new school year. Comments:
3	Description: 31/08/2022 Financial benefits delivered.
4	

<b>Financial Benefits Contract Approvals</b>					
Refer to 'Lookup & Definitions' tab for sign-off at each stage					
Budget Owner sign-off:	Various - across organisational budgets	Date:	Date:	Date:	Date:
Finance Business Partner sign-off:	Various - Finance	Date:	Date:	Date:	Date:
HR Business Partner sign-off:	HR (not FFE savings)	Date:	Date:	Date:	Date:
Lead Director sign-off:	Ann James	Date:	Date:	Date:	Date:
EDM/ East Director informed:	Various - across organisational budgets	Date:	Date:	Date:	Date:



# Outline Engagement & Stakeholder Plan

## A. PROJECT SUMMARY INFORMATION

<b>Project Name:</b>	Third Party Spend Programme – Home to School Travel Project (independent travel training programme)		
<b>Project ID (if known):</b>	21SA012		
<b>Cabinet Member:</b>	Cllr Asher Craig	<b>Lead Officer (Sponsor):</b>	Sarah Parker, Director Children & Families Services (project level)
<b>Project Manager:</b>	Helen Haggi	<b>Project Executive:</b>	Gail Rogers
<b>Directorate(s):</b>	People	<b>Associated service areas:</b>	Children’s Services
<b>Document recipients:</b>	Third Party Spend Programme Board, People EDM		

## B. ORGANISATIONAL CONTEXT

<b>Alignment to corporate theme(s):</b>	<ul style="list-style-type: none"> <li>• Empowering and Caring</li> <li>• Fair and inclusive</li> <li>• Well connected</li> <li>• wellbeing</li> </ul>		
<b>Project category:</b>	<input type="checkbox"/> Saving delivery <input type="checkbox"/> Cost avoidance <Other>	<input type="checkbox"/> Compliance / Statutory <input checked="" type="checkbox"/> Improved outcomes	<input checked="" type="checkbox"/> Risk reduction <input checked="" type="checkbox"/> Enabling

## C. DOCUMENT CONTROL

<b>Document status:</b>	<input type="checkbox"/> Draft <input checked="" type="checkbox"/> Final			
<b>Document owner:</b>	Gail Rogers			
<b>Version control</b>	<b>Version</b>	<b>Author(s)</b>	<b>Description</b>	<b>Date</b>
	V00_01	HH/GR	First draft	04/01/2022
	V00_02	HH	Second draft	05/01/2022

## 1. Communication principles:

All communications from the project must be accessible to all; actionable; relevant; timely; understandable and aligned across Children’s Services and SEND.

## 2. Communication objectives:

A detailed communications plan will be developed outlining options for independent travel training programmes. This is built into the project plan timescales in Appendix H.

	Specific objective	Measure of success	Timescale (by when)
1	Consult with key stakeholders on establishing an Independent Travel Training Programme.	Engagement on options with stakeholders complete and potential changes to policy based on stakeholder feedback for approval at Cabinet.	August 2022
2	Children safely supported to independence.	Increased number of children who travel independently to school as part of the programme.	August 2022

## 3. Scope of the communications:

In Scope
Home to school travel policy and independent travel training programme policy

Out of scope	Any risks/consequences associated with “Out of scope” items
N/A	N/A

## 4. Key messages associated with the project:

- Demand for travel by hired out vehicles has increased 37% in the last three years without the potential to increase contractors under the existing closed contract.
- Current home to school travel arrangement is a closed framework that is no longer fit for purpose.
- To build more resilience and capacity in transport provision for service users, we propose a competitive tender to establish a new Dynamic Purchasing System framework to manage costs and respond to demand growth in the Service.
- We are reviewing policies alongside this to ensure they are clear and up to date to deliver a quality service with capacity for growing numbers of children requiring the service.
- The Home to School Travel team has revised its staffing structure to allow for more joined up review of travel arrangements and to develop independence training initiatives.
- The Service plan to review support available for independent travel training and co-develop services with parents and carers to establish greater independence for children in everyday travel to school, reducing the need for travel by taxi where appropriate.

- The intention is to undertake consultation on the Council’s Home to School Travel policy to introduce independent travel training and optimisation of travel routes to safely support young people to independence.
- To further develop this, the Service plans to engage with parents and carers over general policy to help children travel as independently as their individual conditions allow.

#### 4.1 Consultation approach:

A detailed consultation plan will be developed to gather feedback from key stakeholders on the travel policy and independent travel training programme. When proposals have been developed following this engagement work, we will ask for stakeholder views on those specific proposals before they are put in place.

The following approach will be further developed in collaboration with SEND throughout the project:

- Detailed consultation and communications plan developed
- Secure approval to engage on travel policy and independent travel training at March Cabinet
- Focus groups held with key stakeholder groups, service users and families
- Survey to identify and shortlist options
- Update event to go over options
- Independent travel programme proposal shaped based on stakeholder feedback
- Return to Cabinet for approval of any proposed changes once consultation complete

#### 4.2 If consultation is required, how would you describe this proposal in Plain English within the consultation paper:

The service needs to be in a position where it is supporting the Education, Health and Care Plan annual review process when travel independence training is recommended.

The Home to School Travel team has revised its staffing structure to allow for more joined up review of travel arrangements and to develop independence training initiatives.

To further develop and implement any initiatives, we will seek approval from Cabinet in March to engage and develop a plan in collaboration with parents and carers for independent travel training proposals.

### 5. Primary Stakeholders:

The table below identifies stakeholders who have an interest in the home to school travel service, its recommissioning and independent travel training.

Role	Stakeholders
Commissioners	Bristol City Council Commissioners
Customers	Children & Families Disabled Children’s Specialist Service Pathways to Independence Service Special Educational Needs Co-ordinators (SENCOs) Special Schools



	Alternative Learning Provision Mainstream Schools
Collaborators & Contributors	Bristol City Council Commissioners, Bristol Parent Carers , Children & Families, Disabled Children’s Specialist Service, SEND Engagement Development Officer,
Commentators	Local Media, Bristol Parent Carers, Parent carer campaigning groups e.g. SEND are Welcome, SEND Partnership Board, SEND Improvement Board
Consumers	Disabled children, young people and their families
Champions	Home to School Travel Service SEND Partnership Board, Complex Health Needs Group Councillors & cabinet member

Of the stakeholders identified the table below analyses the extent to which they are affected by the commissioning project and the power and influence each stakeholder has in the process.

	Low interest/stake-holding	High-interest/stake-holding
High-power	<p><b>Satisfy</b></p> <p><i>Opinion formers. Review your analysis of their position regularly.</i></p> <p>Local Media</p>	<p><b>Manage</b></p> <p><i>Key stakeholders who should be fully engaged through full communication.</i></p> <p>Children &amp; Families of existing services Children &amp; Families not using current services Bristol City Council Commissioners Disabled Children’s Specialist Service Pathways to Independence Service Current providers Bristol Parent Carers Parent carer campaign groups Councillors &amp; cabinet member BCC in-house short breaks service Schools</p>
Low-power	<p><b>Monitor</b></p> <p><i>This group may be ignored if time and resources are stretched.</i></p> <p>None</p>	<p><b>Inform</b></p> <p><i>Service Users often fall into this category. It may be helpful to take steps to increase their influence by organising them into groups or taking active consultative work.</i></p> <p>SEND Partnership Board</p>
	Low interest/stake-holding	High-interest/stake-holding

## 6. Making the change stick:

The table below is a desktop exercise to analyse who is for or opposed to the proposal to establish independent travel training programmes. This will be further developed as part of our plans to engage with primary stakeholders.

	In favour	Neutral	Opposed	Unknown
Children & Families of existing services				x
Children & Families not using current services				x
Bristol Parent Carers				x
SEND Partnership Group	x			
Councillors & cabinet member				x
Current providers				x
DCSS				x
Bristol City Council Commissioners	x			
Local Media				x
Contacts within schools				x
Other VSC providers				x
Schools				x

## 7. Key associated risks:

R003	Post Covid caution means independent travel training is strongly challenged.	Ensure a full plan developed to include Bristol Parent Carer Forum to help understand key issues and reduce any resistance to change with full engagement on plans in collaboration with SEND. Any options will be shaped in collaboration with parents and carers before proposals are made.	
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## 8. Document sign off:

Name	Job Title	Date circulated
People EDM	N/A	05/01/2022
Gail Rogers	Head of Service Children's Commissioning	12/01/2022
Vikki Jervis	Head of Service Accessible City and Principal Educational Psycho	10/01/2022

PROJECT Risk Log - THREATS

Please refer to tab 4 'Risk Matrix Guidance' before completing  
 Negative Risks = a threat to Project and its aims (aim to reduce Level of risk)

Ref/ID (risk)	Risk Theme	Workstream/Project	Risk Description	Key Causes	Key Consequence	Status	Risk Category	Risk Owner	Key Mitigations	Current Risk Level				Risk Tolerance				Progress	Actions to be undertaken (include dates as appropriate)	Resp. Officer	Evaluation					Audit Trail										
										Direction of travel	Equalises related risk?	Impact	Frequency	Monetary impact of risk £k	Impact	Frequency	Escalating				Date	Escalated to DBE/CBR	Escalated to Project Board	Escalated to Programme Manager (if applicable)	Escalated by	Date	Corporate Strategy Theme	Portfolio Flag	Date risk identified	Discontinue Flag	Date Risk Closed	Closed by:	Amends / Updates Completed Date:	By:		
R001	EF	Project	Market position is challenging with high competition due to shortage of drivers across the region.	This means that we currently compete for efficiency.	Suppliers may not have the resource or skill to complete a different tender process than they are used to which could result in a lack of competition.	Open	Financial Loss/ Gain	Gail Rogers	Conduct market conditions assurance prior to tender process in collaboration with Licensing team. Allow sufficient time to be included in project plan to support and complete the tender process and alert the market to the expected timescale with workshops to engage with and support suppliers alerting the market to the expected timescale.	A	Y	2	7	14	1	7	7	29/09 - Flag in reporting/CLB along with mitigation for this FY										Finance, Governance and Performance		Aug-21						
R002	F	Project	If we do not re-commission the Framework, we risk business failure and		we will certainly continue to incur rising costs.	Open	Financial Loss/ Gain	Gail Rogers	Endowment to commission the new framework will mitigate business failure risk and rising costs by enabling more capacity and therefore more competitive fixed rates. Engage support for Micro businesses when tendering for the DPS to increase competition and help reduce the risk of an increase to	<>	N	2	7	14	3	3	9	06/10 - review																		
	O	Project	Post Covid caution means independent travel training is strongly challenged		Optimisation of Service cannot be fully implemented. The service cannot support the Education, Health and Care Plan annual review process when travel independence training is recommended.	Open	Service Provision	Gail Rogers	Ensure a full plan developed to include Bristol Parent Care Factors to help understand key issues and reduce any resistance to change with full engagement on plans in collaboration with SEND. Any options will be shared in collaboration with the school and	<>	Y	1	5	5	2	1	2																			
	F	Project	Cost avoidance not achieved through new contract negotiation	due to increased rates influenced by competitive market at tender stage	we will continue to incur rising costs.	Open	Financial Loss/ Gain	Gail Rogers	Conduct market review with forming and detailed planning for procurement approach and the contract terms will help to avoid rates increasing. E.g. incentives for suppliers, option to do price per mile cap, set prices for 4-5 years and open framework encourages competition and supports supplier expansion. Route optimisation and mapping will support the Service to ensure routes are as efficient as possible while still meeting needs. As well as use of a digital tool to produce thorough analysis of driving routes to quantify the accuracy of timing, cost and scenario planning. We will plan workshops with suppliers to support them through the process and give enough time for suppliers awarded routes to engage with passengers and parents prior to commencement for a smooth transition. Train Learning for Home to School Travel team is being built into the mobilisation plan to allow for risks and testing by the Service. The time of year for transition is also going to be aligned with kerata operational capacity.	A		3	7	21	2	5	10																			
R003	O	Project	Transitioning to the new framework all in one go rather than phased approach holds risk of delay	if any element does not function	cost avoidance takes longer to realise and Service disrupted	Open	Service Provision	Gail Rogers	Learning for Home to School Travel team is being built into the mobilisation plan to allow for risks and testing by the Service. The time of year for transition is also going to be aligned with kerata operational capacity.	<>	N	3	5	15	2	3	6																			

# Equality Impact Assessment [version 2.9]



Title: Improve Home to School Transport commissioning arrangements	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input checked="" type="checkbox"/> Service <input checked="" type="checkbox"/> Other [please state] <i>Change Programme / Budget Savings Proposal E8</i>	<input type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input checked="" type="checkbox"/> Changing
Directorate: Children's Services	Lead Officer name: Gail Rogers
Service Area: Commissioning	Lead Officer role: Head of Children's Commissioning

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

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

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

The proposal is to decommission the current Home to School Travel framework agreement and run a competitive tender to establish a new Dynamic Purchasing System framework to deliver cost avoidance and respond to demand growth for the Service. For the purposes of 2022/23 budget setting this has an identified potential saving of £284,000 through drive five per cent efficiencies from third party supply contract within Home to School Transport.

We plan to review the support available for independent travel training and co-develop services with parent/carers that support greater independence for children in everyday travel to school, reducing the need for travel by taxi where appropriate.

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

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

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

Yes  No [please select]

The equalities actions will be coordinated and overseen at project level and reported back as part of the progress updates to the Third Party Spend Programme, who is the sponsor for this project.

## Step 2: What information do we have?

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

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

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

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

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

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
<p>Referrals for and completion of SEN assessments - SEND demand pack Nov 2021</p> <p>Home to School Travel monthly dashboard Nov 2021</p>	<p>Education Health and Care Plans (EHCPs) have risen 16% in the last year against a 10% national increase and 6% for statistical neighbours.</p> <p>1073 children with Special Educational Needs and Disabilities (SEND) are currently eligible for and receive home to school travel – this is an increase of 34% from 2018/19.</p> <p>SEND Assessment requests have risen 25% compared with this time last year.</p> <p>268 children in low income or temporary accommodation or children in care (18) receive home to school travel through eligibility.</p> <p>The number of children who are living in low income households, temporary accommodation, and/or are children in care remains fairly static.</p>
<p><b>Additional comments:</b> The current transport framework (list of approved providers who we can purchase from) is closed to new providers and the Covid period has seen strain on suppliers through supply chain issues with drivers to high fuel costs. Some providers are fragile and the framework and service to children is vulnerable. The proposal does primarily impact children with disabilities and an open dynamic purchasing system should increase numbers of contractors to give children a more robust service as well as providing more competitive rates.</p>	

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

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

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

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

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

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

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

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

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

We will seek approval from Cabinet in March with a more detailed decision paper to re-commission the framework and to go out to consultation with parents/carers around the independent travel proposals.

## 2.5 How will engagement with stakeholders continue?

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

A full consultation and communications plan will be completed with the Bristol Parent Carers Forum and SEND stakeholders.

## Step 3: Who might the proposal impact?

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

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

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

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

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many groups)	
There is likely to be an impact, but that the project team will carry out a full assessment as part of the commissioning process.	
<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	As the cohort of service users is children and young people we need to ensure that there is sufficient capacity and suppliers of vehicles for home to school travel to meet their needs.
Mitigations:	We anticipate that new commissioning arrangements will lead to an overall improvement to the service so that it can meet increasing demand via new framework.
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Children with SEND will have more reliable service through the DPS; they will be supported to develop independent travel skills for life. This does mean that they would come out of taxis and into sustainable transport when they are ready.
Mitigations:	The proposed savings are proportionate to the savings we expect to achieve through increased efficiencies. Children and young people will not be placed under any pressure to adopt a cheaper form of home to school transport that does not fully meet their needs.
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Black Asian and minority ethnic groups are more likely to be self-employed than the Bristol average and over-represented in low income self-employment including the taxi trade.
Mitigations:	We will seek the views of existing providers including smaller businesses and taxi trade to ensure that new commissioning arrangements are inclusive and accessible, and supports a diverse market of providers.
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

Potential impacts:	
Mitigations:	
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Although we have not identified any negative impact on the basis of deprivation at this stage, we have a duty to provide home to school travel where eligibility is partially on the basis of low income, in consideration alongside other factors – so recommissioning is likely to disproportionately impact poorer children and families
Mitigations:	We will ensure that our consultation approach includes input from families living in socio-economic deprivation
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	We need to ensure that and change to current arrangements will support future life skills, and meet the needs of carers
Mitigations:	We will co-produce any independent travel arrangements with parents/carers
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	
Mitigations:	

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

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

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

Bristol City Council has a duty to provide home to school travel where children are eligible through distance to nearest suitable school, low income, temporary housing or for those in receipt of an Education, Health and Care Plan (EHCP). The premise of the project is to ensure business continuity and to deliver best value, thereby assuring a quality service for children and young people into the future. The benefit is a model of transport that meets demand and is sustainable for the future. Our aspiration is to undertake this duty in the most enabling way possible for children and families to ensure they are safely supported to independence.

## Step 4: Impact

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

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

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

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

We have not identified any significant negative impact at this stage. Overall, the project and associated potential savings seeks to minimise and manage any unintended consequences of procurement activities and improve capacity in the Service.

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

Opportunity to promote Public Sector Equality Duty through procurement activities and contractual changes.



## 4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale
Data analysis of suppliers – flag where employers are BS1-16 so that can understand impact on local employers (and therefore Bristol citizens as their employees)	Service Lead / Procurement Officer	By April 2022
Consultation on travel policy to introduce independent travel training and route mapping that will optimise travel routes so they are more efficient across the city	Service Lead	By August 2022
We will continue to update the equality impact assessment for Home to School recommissioning and the project develops	Service Lead	By August 2022

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

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

<ul style="list-style-type: none"> <li>• The project has its own plan, EQIA, cost plan and savings target. Lead Officers meet with the SRO and programme manager every 2 weeks, to provide an update on delivery. Impact analysis is brought together at the programme level as part of monthly project dashboard reporting. As this project has specific equalities actions, they will be reported as part of this delivery approach.</li> <li>• The overall success of the project will be measured against the achievement of the following objectives:               <ol style="list-style-type: none"> <li>1. Re-commission framework that responds to demand growth for the Service</li> <li>2. Increase capacity to deliver cost avoidance</li> <li>3. Establish an independent travel programme</li> <li>4. Fully understand the link between SEND and demand/travel and create usable metrics and dashboard</li> </ol> </li> </ul>
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## Step 5: Review

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

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off:</b> Sarah Parker
Date: 4/1/2022	Date: 4/1/2022

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

**Eco Impact Checklist**

<b>Title of report:</b> Home to School Travel DPS Framework Re-commission				
<b>Report author:</b> Helen Häggi				
<b>Anticipated date of key decision</b> 3 <sup>rd</sup> March 2022				
<b>Summary of proposals:</b> Decommission the current Home to School Travel framework agreement and run a competitive tender to establish a new Dynamic Purchasing System framework to deliver cost avoidance and respond to demand growth for the Service.				
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	Transport and vehicles as part of the home to school travel arrangement has an impact on carbon footprint. We need to ensure that vehicles are future proofed to be compliant with the Bristol Clean Air Zone and Bristol's 2030 carbon neutral target.	This is a directly applicable requirement in relation to the coming Bristol Clean Air Zone (CAZ). As part of the procurement process to establish a new framework we can make this part of the specification for certain lots. These can be scored against with priority given to Ultra Low Emission and Electric Vehicles where appropriate, moving towards mandating CAZ compliance within the next two years as part of the framework. Optimisation of the Service will also be looked at in terms of more efficient route mapping for the Service.
Bristol's resilience to the effects of climate change?	YES	+ive	Climate hazards from carbon footprint of vehicles whilst prioritising provision of services to the most vulnerable in society	Bristol has a 2030 target in the Climate Strategy for the Council and supporting all businesses and organisations in Bristol including public sector and VCSE to be carbon neutral (direct and supply chain emissions) and to annually record and

				<p>measure scope 1, 2 and 3 GHG emissions in accordance with the Greenhouse Gas Protocol.</p> <p>Climate Strategy targets will be featured within the ITT scoring to make sure that the council complies with plans and supports the city in its aim to do the same.</p>
Consumption of non-renewable resources?	YES	+ive	Transport and vehicles as part of the home to school travel arrangement has an impact on carbon footprint.	As part of the procurement process to establish a new framework we can make this part of the specification for certain lots. These can be scored against with priority given to Ultra Low Emission and Electric Vehicles where appropriate, moving towards mandating CAZ compliance within the next two years as part of the framework.
Production, recycling or disposal of waste	YES	-ive	Single use plastics during contract delivery	This will be included in ITT scoring to determine resilience to future climate change and minimise single use plastics in the Service.
The appearance of the city?	NO	N/A	N/A	N/A
Pollution to land, water, or air?	YES	-ive	Transport and vehicles as part of the home to school travel arrangement has an impact on pollution to air.	Featuring and scoring environmental requirements and route optimisation that is also aligned with CAZ as part of the tender process for a new framework should lead to an improved impact on the carbon footprint of the Service.
Wildlife and habitats?	NO	N/A	N/A	N/A

**Consulted with: Kathryn Archer, Sustainable Procurement Project Manager**

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

The significant impacts of this proposal are...

Transport and vehicles as part of the home to school travel framework have an impact on our carbon footprint. We need to ensure that vehicles are future proofed to be compliant with Bristol Climate Strategies and the potential requirements of the Bristol Clean Air Zone.

The proposals include the following measures to mitigate the impacts...

As part of the procurement process to establish a new framework we can make climate strategy and CAZ requirements part of the specification for certain lots. These can be scored against with priority given to Ultra Low Emission Vehicles where appropriate, moving towards mandating compliance within the next two years as part of the framework.

Optimisation of the Service will also be looked at in terms of more efficient route mapping for the Service.

The net effects of the proposals are positive as they will lead to an overall reduction in the carbon footprint of this service provision. Increasing demand will very likely be offset by the replacement of existing ICE vehicles with ULEV and Electric Vehicles through the tender process.

**Checklist completed by: Helen Häggi**

Name:	Helen Haggi
Dept.:	Change Services
Extension:	N/A
Date:	09/12/2022
Verified by Environmental Performance Team	Daniel Shelton 09/12/2022

## PIA Screening Questions/Outline Business Case Options



The answers on this form will allow the data protection team to determine whether you will need to complete a Privacy Impact Assessment (PIA) for your change proposal or project. Please send completed forms to Data Protection [data.protection@bristol.gov.uk](mailto:data.protection@bristol.gov.uk) for review

What is the proposal?	
<b>Name of proposal and PMO project number (if applicable)</b>	Third Party Spend Programme – Home to School Travel Project
<b>Please outline the proposal. Please include:</b> <ul style="list-style-type: none"> <li>• <b>What processing of data is being planned?</b></li> <li>• <b>How is it going to be done?</b></li> <li>• <b>Why is it going to be done; what are the reasons for doing this?</b></li> <li>• <b>Could the same outcome be achieved in a different way without processing this data?</b></li> </ul>	<p>The project is to decommission the current Home to School Travel framework agreement and run a competitive tender to establish a new Dynamic Purchasing System framework to deliver cost avoidance and respond to demand growth for the Service. Alongside this, we will engage with stakeholders on revised Home to School travel policies and on an independent travel training initiative, joining the EHCP annual review process with review of travel. This will enable:</p> <ol style="list-style-type: none"> <li>1. A framework open to more local and micro providers to increase competition and support the local market.</li> <li>2. Increased capacity for the Service and potential for greater efficiency.</li> <li>3. A clear review system accompanied with independent travel training for young people able to achieve greater independence.</li> <li>4. Recommendations for future service delivery based on modelling of children and their needs attending different settings.</li> <li>5. Clearer links between Home to School Travel planning and SEND operations to better predict service demand and the drivers of service demand.</li> </ol> <p>The nature of the data involved is commercial and no personal Service user data is required to renew the framework or put it in place. The key pieces of data that will be reviewed are supplier names, payments made, travel routes but no use of Service user addresses.</p>
<b>Who will answer any queries regarding the responses provided on this form?</b>	Project Manager – Helen Haggi

**Provide details of any previous Privacy Impact Assessment or other form of personal data compliance assessment done on this initiative. If this is a change to an existing system, a PIA may have been undertaken during the project implementation**

*None*

What personal data is being collected, shared or used?			
<i>Please tick each category which applies</i>	Option 1	Option 2	Option n
Name	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Date of birth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Email addresses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any ID number (e.g. Passport number, NI, NHS, internal ID)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Location data (e.g. Address)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Online identifiers (e.g. cookies, IP addresses, usernames)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physical data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information relating to the financial affairs of the individual	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employment and career history	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Educational history	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Family and social circumstances and history	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lifestyle and behavioural details	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What special category or criminal offence data is being collected, shared or used?			
	Option 1	Option 2	Option n
Information relating to the individual's physical or mental health or condition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Racial origin	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ethnic origin	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Political opinions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information relating to the individual's religion, philosophical beliefs or other beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information relating to the individual's membership of a trade union	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Genetic data (e.g. DNA)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Biometric data identifiers (e.g. fingerprint, voice or facial recognition)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information relating to the individual's sexual life or sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information relating to criminal allegations, proceedings, convictions and related security measures regarding the individual	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**The GDPR (General Data Protection Regulation) sets out the situations where the organisation will need to carry out a data protection impact assessment where the processing is considered high risk.**

**Useful definitions (See the [glossary](#) for further definitions)**

**Automated decision-making** is the process of making a decision without human involvement.

**Profiling** is the automated processing (i.e. processing without any human intervention) of personal data to evaluate certain personal aspects relating to a data subject, in particular to analyse or predict aspects concerning the data subject's performance at work, economic situation, health, personal preferences, interests, reliability, behaviour, location or movements.

Mandatory Grounds			
Please identify if your option plans to:	Option 1 Yes or No	Option 2 Yes or No	Option... cont. Yes or No
Use systematic profiling or automated decision-making to make significant decisions about people	N		
Process special category or criminal offence data on a large scale? <b>Define large scale by stating the total number of data subjects processed by the service and the percentage likely to be processed by the new change.</b>	N		
Systematically monitor publicly accessible places on a large scale <b>Define large scale by stating the total number of data subjects processed by the service and the percentage likely to be processed by the new change.</b>	N		
Use new technologies such as software applications or line of business systems for council use	N		
Use special category data, profiling or automated decision-making to help make decisions on someone's access to a service, opportunity or benefit.	N		
Carry out profiling on a large scale	N		
Process biometric (e.g. fingerprint or facial recognition) and/or genetic (e.g. DNA sampling) data	N		
Combine, compare or match personal data from multiple sources	N		
Process personal data without providing a privacy notice directly to the individual	N		
Process personal data in a way which involves tracking individuals' online or offline location or behaviour	N		
Process children's personal data for profiling or automated decision making; or for marketing purposes; or offer online services directly to them	N		
Process personal data which could result in a risk of physical harm in the event of a security breach	N		

## Discretionary Grounds

<b>Please identify if your option plans to:</b>	Option 1 Yes or No	Option 2 Yes or No	Option... cont. Yes or No
Use evaluation or scoring that would produce a legal effect on an individual	N		
Process data on a large scale <b>Define large scale by stating the total number of data subjects processed by the service and the percentage likely to be processed by the new change.</b>	N		
Use automated decision-making with significant effects for the individual	N		
Use systematic monitoring	N		
Process data which is sensitive or of a highly personal nature	N		
Processing of data concerning vulnerable data subjects	N		
Use innovative technological or organisational solutions	N		
Use processing involving preventing data subjects from exercising a right or using a service or contract	N		
Change the nature, scope, context or purposes of your processing	N		
Be a major new project involving the use of personal data	N		

### PIA Screening Questions/Outline Business Case Options Outcome: To be completed by the DP Team

Data Protection Officer Approval	Outcome
<b>Name:</b> Matthew Reeves	<ul style="list-style-type: none"> <li>PIA not needed</li> <li>Full PIA needed</li> <li>Light Touch Risk Assessment needed</li> </ul>
<b>Position:</b> Data Protection Officer	
<b>Organisation name:</b> Information Governance Team	
<b>Date:</b> 14/12/2021	



ID	Task Mode	Task Name	Duration	Start	Finish	Resource Names	Qtr 4, 2021	Nov	Dec	Qtr 1, 2022	Feb	Mar	Qtr 2, 2022	May	Jun	Qtr 3, 2022	Aug	Sep	Qtr 4, 2022
1	✓	Kick of meeting to confirm resource	1 day	Thu 18/11/21	Thu 18/11/21	HH,GR,TA,GS			HH,GR,TA,GS										
2	✓	Review plan with project team	1 day	Thu 25/11/21	Thu 25/11/21	HH,GR,KA,TA			HH,GR,KA,TA										
3	✓	Confirm scope of DPS	0 days	Thu 25/11/21	Thu 25/11/21	TA,GR			25/11										
4	✓	<b>CAZ impact &amp; incentives</b>	<b>10 days</b>	<b>Tue 23/11/21</b>	<b>Mon 06/12/21</b>														
5	✓	Kathryn to share requirements to incorporate into cabinet papers and tender docs	10 days	Tue 23/11/21	Mon 06/12/21	KA,HH,GR			KA,HH,GR										
6		<b>FBC for DPS</b>	<b>68 days</b>	<b>Fri 26/11/21</b>	<b>Tue 01/03/22</b>														
7	✓	write draft	6 days	Fri 26/11/21	Fri 03/12/21	HH			HH										
8	✓	circulate first draft for comments	0 days	Fri 03/12/21	Fri 03/12/21	GR,TA			03/12										
9	✓	Amendments	5 days	Mon 06/12/21	Fri 10/12/21	HH			HH										
10	✓	Circulate EqIA and mandatory appendices for comment	5 days	Mon 06/12/21	Fri 10/12/21	HH			HH										
11	✓	circulate draft for professional commentaries	10 days	Mon 06/12/21	Fri 17/12/21	HH			HH										
12	✓	PMO FBC assurance	1 day	Mon 20/12/21	Mon 20/12/21	AC			AC										
13	✓	Amendments / paper finalisation	8 days	Tue 21/12/21	Thu 30/12/21	HH			HH										
14	✓	Deadline for People EDM	0 days	Thu 30/12/21	Thu 30/12/21	HH			30/12										
15	✓	People EDM	4 days	Fri 31/12/21	Wed 05/01/22	GR			GR										
16	✓	Deadline for CMB	6 days	Thu 06/01/22	Thu 13/01/22														
17	✓	CMB	2 days	Fri 14/01/22	Mon 17/01/22	GR			GR										
18	✓	Deadline for report to be sent to ESM for proof reading	0 days	Mon 17/01/22	Mon 17/01/22				17/01										
19	✓	Mayor's Office deadline	5 days	Tue 18/01/22	Mon 24/01/22														
20	✓	Update & share paper with TPS Programme Board	3 days	Tue 25/01/22	Thu 27/01/22														
21	✓	Draft report deadline for Dem Services	5 days	Fri 28/01/22	Thu 03/02/22														
22		Draft Report Review Meeting	2 days	Fri 04/02/22	Mon 07/02/22														
23		Final report deadline by 5pm	7 days	Tue 08/02/22	Wed 16/02/22														
24		Final Report Review Meeting (Thursday 1 - 2pm)	1 day	Thu 17/02/22	Thu 17/02/22														
25		Cabinet Meeting	8 days	Fri 18/02/22	Tue 01/03/22														
26		<b>Engagement on travel policy &amp; independent travel training</b>	<b>191 days?</b>	<b>Tue 04/01/22</b>	<b>Tue 27/09/22</b>														
27		Communications plan developed by Service based on stakeholder map	40 days	Tue 04/01/22	Mon 28/02/22	GR													
28		Cabinet approval	1 day?	Tue 01/03/22	Tue 01/03/22														
29		Focus groups with key stakeholder groups, service users and families	30 days	Wed 02/03/22	Tue 12/04/22														
30		Survey to identify and shortlist options	30 days	Wed 02/03/22	Tue 12/04/22														
31		Update event to go over options	10 days	Wed 13/04/22	Tue 26/04/22														
32		Proposal shaped based on engagement	20 days	Wed 27/04/22	Tue 24/05/22														
33		Proposed change approved at Cabinet	60 days	Wed 25/05/22	Tue 16/08/22														
34		Change implemented by Service	30 days	Wed 17/08/22	Tue 27/09/22														
35		<b>Travel Route Mapping</b>	<b>14 days</b>	<b>Tue 04/01/22</b>	<b>Fri 21/01/22</b>														
36		Route review assessment & optimisation shaped for tender papers	14 days	Tue 04/01/22	Fri 21/01/22														
37		<b>Procurement of DPS Framework</b>	<b>115 days</b>	<b>Tue 04/01/22</b>	<b>Mon 13/06/22</b>														
38		Develop Procurement Tender Documentation	30 days	Tue 04/01/22	Mon 14/02/22	TA													
39		De-commissioning notice	60 days	Wed 02/03/22	Tue 24/05/22	TA													
40		Tender period	30 days	Wed 02/03/22	Tue 12/04/22	TA													
41		Evaluation	30 days	Wed 13/04/22	Tue 24/05/22	GR,TA													
42		Contract awarded	14 days	Wed 25/05/22	Mon 13/06/22	TA													
43		<b>Mobilisation of DPS Framework</b>	<b>50 days</b>	<b>Tue 14/06/22</b>	<b>Mon 22/08/22</b>														
44		Approval of award at Cabinet	50 days	Tue 14/06/22	Mon 22/08/22														
45		New rates on-boarded on to system	40 days	Tue 14/06/22	Mon 08/08/22	GR													
46		Test	14 days	Tue 09/08/22	Fri 26/08/22														
47		Go Live	2 days	Mon 29/08/22	Tue 30/08/22														
48		Project closed & handover to BAU	10 days	Wed 31/08/22	Tue 13/09/22														

## Home to School Travel Policy

In Bristol we want to ensure all children and young people are as independent and successful as possible in their adult lives. This will be different for each child or young person and therefore we plan and work together to enable individuals to:

- Get a job, become employable or be engaged in meaningful activity
- Live as independently as possible
- Actively participate in community life – have friends and personal interests
- Be as healthy as possible

Travelling as independently as possible plays an important role in how children and young people achieve these 'Preparing for Adulthood outcomes' and live ordinary lives.

For children and young people who are not yet able to travel independently, we want them to have opportunities to travel between home and school in as ordinary way as possible.

This includes:

- How far and how long they travel - time to study, play or relax
- Who they travel with – we want children and young people to travel with people who know them best, and family or friends
- Opportunities in which to develop the skills necessary for independent travel – self-regulation, resilience, social interaction and social communication skills, anxiety-management, problem solving, time-keeping etc.

Our first emphasis is always on supporting and advising families to support their own children/ young people. Where additional support is needed it will always be by the most inclusive and least specialist form of travel possible, to ensure that travel supports a child/ young person's wider outcomes.

Children and young people with SEND have choice and control in accessing services (including educational settings), social opportunities and participation opportunities. We want children and young people with SEND to feel the valuable part they play in society and access opportunities to be with all peers, including those without SEND.

Home to school travel provision applies to home (the place where the child is habitually and normally resident) to school (the educational setting where the child is on roll) travel arrangements, and vice versa. This does not relate to travel between educational institutions or other provision during the usual school day.

Please note, a 'suitable' school is the **nearest qualifying Bristol school** (community, foundation or voluntary schools, community or federation special schools, non-maintained special schools, pupil referral units, maintained nursery schools, city technical colleges, city colleges for the technology of the arts or academies, including free schools and university technical colleges) with **places available** that provides education appropriate to the **age, ability and aptitude** of the child, and any **SEN** that the child or young person may have.

Best practice suggests that the maximum each way journey for a child of **primary school age** to be **45 minutes** and a young person of **secondary school age, 75 minutes**. However, these should be regarded as the absolute **maximum** travel times.

The Department for Education's general expectation is that a child will be accompanied where necessary between home and school by his or her parent, carer or legal guardian.

### **Eligibility Criterion:**

- **Statutory walking distances:**

If the pupil is of **compulsory school age** (5-16) and their **nearest suitable Bristol school** is:

Beyond 2 miles (if below the age of 8 years)

Beyond 3 miles (if aged between 8 and 16 years)

Please note: this age range has not been changed by the raising of the participation age.

- **Extended rights (Children from low income families):**

The LA provides free HTST where pupils of compulsory school age are entitled to **Free School Meals** or their **parents are in receipt of the highest level of Working Tax Credits** if:

The nearest suitable Bristol primary school is beyond 2 miles (up to age 11).

The pupil is attending one of the three nearest suitable Bristol secondary schools that is beyond 2 miles (aged **11-16 years**).

The school is between **2 and 15 miles** and is the **nearest Bristol school preferred on the grounds of religion or belief** (if aged 11-16 years).

- **Special Educational Needs and Disabilities:**

If the pupil cannot reasonably be expected to walk to school (accompanied by a parent/carers as necessary and considering the age of the child, as well as whether one would normally expect a child of that age to be accompanied) because of **mobility problems** or because of **associated health and safety issues related to their SEN or Disability**.

Eligibility for children with SEND is assessed on an individual basis to identify their particular transport requirements. Usual transport requirements (E.g. the statutory walking distances) are not considered when assessing the transport needs of children eligible due to SEN and/ or disability.

The pupil **must be attending the nearest suitable school or a setting named on his or her EHC Plan**, following formal consultation by the SEN Team, rather than a setting named due to parental preference.

### Route suitability:

When assessing the suitability of the route used to measure the distance from a child/ young person's home address to the school, we give consideration to a number of factors that might apply at the time the child or young person would be expected to walk the route (accompanied as necessary) in order to attend school for their **full statutory education hours** during usual timetabled school hours.

- **Unsafe route eligibility:**

We will provide advice and support for travel arrangements for families of children and young people who cannot reasonably be expected to walk to their nearest appropriate school because the **nature of the route is deemed unsafe to walk** (accompanied by a parent/carer as necessary).

- **Residential Placements:**

The frequency for journeys between home and school/ college is agreed between the Local Authority, schools, young people and parents and carers in the first instance. Travel to residential placements will normally be agreed for the **beginning and end of each term only**. All applications are renewed annually.

- **Children and young people with disabled parents:**

The Local Authority promotes and ensures equality of opportunity for disabled parents. Where a child or young person needs to be accompanied along a route that would be deemed unsafe without adult supervision, but a parent/carer cannot do that because they are themselves a disabled person (medical reports / other evidence is required) then a reasonable adjustment might be to provide home to school travel for the child in question.

- **Compulsory school age children in temporary accommodation:**

Children from low income families who have been moved to **temporary local authority accommodation**, such as a bed and breakfast, can get free travel for **up to two terms**. This is so they can keep going to the same school while arrangements are made for transition to the nearest suitable school. The temporary local authority accommodation address must be **beyond 2 miles** from school, and the child must have been attending their nearest suitable school **before** they moved into temporary local authority accommodation. Children who are in Key Stage 4 (year 10 & 11) at the time of being moved will be supported in their current school until the end of Key Stage 4, as long as the school remains beyond 2 miles from the child's temporary local authority accommodation address.

- **Pupils over 16 years with SEND:**

Support is available due to a physical impairment, or other special educational needs (usually as evidenced in an Education Health and Care Plan or Statement, and or medical reports) of which the nature and severity means the pupil is unable to walk to his or her educational setting, even where this is a relatively short distance. **This support is only available for students who are on full time courses until the end of the academic year in which they are 19 years.** All applications need to be renewed annually.

- **Children in Care**

Children in Care are assessed for support within the ethos of the full Home to School Travel Policy and they need to be empowered to become more independent with travel, developing skills that will be extremely valuable in their future. How a young person is supported in travelling to and from school can be an important aspect of their social inclusion and, in the longer term, vital for attaining maximum independence and life choices.

**A range of options for support with travel should be available and reviewed at regular intervals throughout a young person's education/care.** The mode of travel will be determined by the HTST Team in conjunction with Passenger Transport Services in terms of any existing routes.

Where a young person is placed with a **Bristol foster carer** we will endeavour to support that young person to travel as independently as possible (accompanied as necessary). If the mode of travel is determined to be a **taxi/minibus** this must be **reviewed within a 17 week period** and the HTST Team will be involved in this.

In very exceptional circumstances (such as where interim care orders are in place pending final decisions) a young person may be placed in a care placement Out Of Authority but have sound educational reasons for continuing at their current school in Bristol. **In such circumstances in full consultation with Social Care, Travel may be funded for an agreed amount of time on a 50/50 basis between Social Care and the Home to School Travel Team.** (It should be noted that in circumstances such as these (i.e. joint funded) the responsibility for setting up travel will be with Social Care). It is important to note that journey time for some young people placed out of Authority does not exceed recommended DfE guidelines and if a child has SEN then this also needs should also be considered.

**Where a child is placed due to their care needs** rather than educational reasons then **Social Care will be responsible for travel costs** and no contribution will be made by HTST. It is normally expected that **Social Care will review the travel support within 17 weeks in conjunction with the Young Person's PEP statement** if the child has an **EHCP**.

Funding will then only continue beyond 17 weeks where it is deemed appropriate for educational reasons and these will be agreed on a case by case basis by a named individual in consultation with the social worker.

#### **Where a child is placed within an IFA:**

In line with page 84 of the current National Framework Contract for Independent Fostering Agency placements:

*'The provider or their carers are expected to fund the day to day travel needs for children/young people placed within a 20 mile radius. This agreement shall be specified in the individual Placement Agreement (IPA).'*

It is important to note that radius will differ from the journey measured post code to post code. Where the journey exceeds the 20 mile radius HTST will reimburse the additional mileage. This will be discussed and agreed on a case by case basis.

The HTST Team is not responsible for the administration relating to other local authorities and IFA travel arrangements.

- **Pupils over 16 years attending courses outside of the local area:**  
Applications for support with travel from disabled students to colleges outside the area will be considered, if the course is considered to be the **nearest appropriate course** for the student.
- **Support for students with SEND over 19 years:**  
**On a case by case basis** students over 19 and up to the age of 25 may be considered for support with travel. Should support be granted, they will need to apply annually and decisions will be reviewed based on any changing needs, changes in circumstances, progression in learning etc.

Please see the following Local Offer information for further details:

<https://www.bristol.gov.uk/web/bristol-local-offer>

<https://www.bristol.gov.uk/schools-learning-early-years/school-travel>

### **How to apply**

If a child meets criteria for support with travel in line with the Home to School Travel policy, parent/carers can access an application form in the following ways:

- Home to School Travel website at <https://www.bristol.gov.uk/schools-learning-early-years/school-travel>
- Online application form <https://www.bristol.gov.uk/schooltravelform>
- E-mail: [home.school.travel@bristol.gov.uk](mailto:home.school.travel@bristol.gov.uk)

Parents and carers will be informed of the decision in writing.

### **Review Procedure**

If an application has been refused, the parents/carers of a child have a right to a review of the decision.

In addition to the statement on the form, parents/carers need to include any other supporting information.

The legal responsibility for ensuring a child's attendance at school rests with the parents/carers whilst they await the outcome of the review.

Inconvenience to Parent/carers is not considered a reason for providing travel support.

### **Appeals**

Following the review, if parents/carers are still of the opinion that their child should be given travel support, they are entitled to make an appeal to a panel of elected members. Appeals must be made within four weeks of the review decision otherwise the Local Authority's decision will stand.

Parent/carers cannot appeal against the policy alone because they do not agree with it. They have to be appealing because they believe they should be made an exception to the policy.

Please contact:-

Home to School Travel Team (CH)  
Bristol City Council  
PO Box 3399  
100 Temple Street,  
Bristol  
BS1 9NE

Email: [home.school.travel@bristol.gov.uk](mailto:home.school.travel@bristol.gov.uk)



Department  
for Education

# Home to school travel and transport guidance

**Statutory guidance for local authorities**

**July 2014**



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## Summary

This is statutory guidance from the Department for Education. This means local authorities are under a duty to have regard to it when carrying out their duties in relation to home to school travel and transport, and sustainable travel.

This guidance is issued under duties placed on the Secretary of State by sections 508A and 508D of the Education Act 1996 (the Act). It deals with sections 508A, 508B, 508C, 509AD, and Schedule 35B of the Act which were inserted by Part 6 of the Education and Inspections Act 2006 (the EIA 2006).

This guidance replaces Home to School Travel and Transport Guidance Ref: 00373-2007BKT-EN.

## Review date

This guidance will next be reviewed in 2017.

## What legislation (including statutory instruments) does this guidance refer to?

This guidance refers to the following legislation (including statutory instruments):

- Sections 444, 508A, 508B, 508C, 508D, 509AD and Schedule 35B of the Education Act 1996 (the Act), as inserted by [Part 6 of the Education and Inspections Act 2006](#) (the EIA 2006)
- Regulation 5 and Part 2 of Schedule 2 to The School Information (England) Regulations 2002, [as amended](#)
- Equality Act 2010
- [School Admissions Code](#)
- European Convention on Human Rights
- The School Travel (Pupils with Dual Registration)(England) Regulations 2007
- Public Service Vehicles (Carrying Capacity) Regulations 1984
- Section 48 of the School Standards and Framework Act 1998

## Who is this guidance for?

This guidance is for:

- Local authorities
- Leaders of maintained schools, academies and free schools
- Parents
- Other interested parties, e.g. Transport Providers

## Main points

- There has been no change to school transport legislation and the associated duties continue to rest with local authorities.
- With the widening of the academies programme, the introduction of the free schools programme, and all schools now having the power to decide their session times, there will be an increasing need for local stakeholders to work together in partnership to agree and deliver transport policies that meet the particular needs of their area<sup>1</sup>.
- The guidance on appeals has changed and is intended to ensure greater consistency in approach and to be clearer and more transparent for both parents and local authorities.
- The policy for post 16 transport is different from that for compulsory school aged children (5-16). The link to the department's guidance on post 16 transport is provided in the '[Further information](#)' section of this guidance.
- Local authorities should review travel policies, arrangements and contracts regularly to ensure best value for money is achieved.

## Local authorities' statutory duties

In order to comply with their home to school transport duties local authorities must:

- Promote the use of sustainable travel and transport (Part 1.1).
- Make transport arrangements for all eligible children (Part 1.2).

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<sup>1</sup> See Hertfordshire County Council's approach to capacity building in the [case study at Annex 1](#).

# Part 1 - Statutory duties

## 1.1 Sustainable school travel

1. Section 508A of the Act places a general duty on local authorities to promote the use of sustainable travel and transport<sup>2</sup>. The duty applies to children and young people of compulsory school age who travel to receive education or training in a local authority's area<sup>3</sup>. The duty relates to journeys to and from institutions where education or training is delivered.

2. There are five main elements to the duty which local authorities must undertake:

- an assessment of the travel and transport needs of children, and young people within the authority's area;
- an audit of the sustainable travel and transport infrastructure within the authority's area that may be used when travelling to and from, or between schools/institutions;
- a strategy to develop the sustainable travel and transport infrastructure within the authority so that the travel and transport needs of children and young people are best catered for;
- the promotion of sustainable travel and transport modes on the journey to, from, and between schools and other institutions; and
- the publication of Sustainable Modes of Travel Strategy.

3. The Act defines sustainable modes of travel as those that the local authority considers may improve the physical well-being of those who use them, the environmental well-being of all or part of the local authority's area, or a combination of the two.

## Assessing the travel and transport needs of children and young people

4. Local authorities should, in large part, base their assessment of children and young people's travel and transport needs on the data provided by schools or colleges, often contained within school travel plans. Effective school travel plans, updated as necessary, put forward a package of measures to improve safety and reduce car use, backed by a partnership involving the school, education, health and transport officers from the local authority, and the police. These seek to secure benefits for both the school and the children by improving their health through active travel and reducing congestion caused by school runs, which in turn helps improve local air quality. Many travel plans

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<sup>2</sup> See Darlington Borough Council's approach to sustainable travel in the [case study at Annex 1](#).

<sup>3</sup> 'Child', 'compulsory school age' and 'sixth-form age' are defined respectively in sections 579(1), 8 and 509 AC of the Act.

are produced as a result of planning conditions placed on new developments by local authority planning departments. This highlights the need for all relevant departments (e.g. highways departments, planning departments, transport departments, children's services, environment departments, and public health) to be fully engaged when addressing this duty.

## **Audit of infrastructure to support sustainable school travel**

5. Local authorities already collect much of the information required for the audit of the infrastructure supporting sustainable school travel. Local authorities should audit infrastructure in accordance with any relevant guidance and the requirements of any infrastructure implemented. Specific school routes audits are considered good practice. The specifics of the audit and how often it should be reviewed are for a local authority to decide on as appropriate. However, the audit should include a mapping exercise showing how schools are served by:

- bus and other public transport routes (including school transport provided by the local authority);
- footpaths, cycle ways, roads and associated features (including crossing points and patrols, traffic calming measures, speed limits, 20mph zones); and
- any other arrangements made to support sustainable school transport that may be in operation (including the provision of cycle training, road safety training, and independent travel training; the provision of walking promotion and barrier removal schemes, car sharing schemes, park and stride/ride schemes, cycle parking).

6. The audit should also consider data relating to [personal safety and security](#), and other factors that influence travel choices, such as poor behaviour on school buses and/or the incidence of bullying on the journey to school. School travel plans will help local authorities understand any specific local issues, including perceptions of pupils and parents.

7. The arrangements or requirements for children with special education needs (SEN) or disabilities should also be considered and whether, for example, some might benefit from independent travel training which can result in a skill for life<sup>4</sup>.

## **Strategy to develop infrastructure to support travel needs of pupils**

8. Following the assessment of pupil needs, and audit of the sustainable transport infrastructure that supports travel to school, local authorities must establish a strategy for

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<sup>4</sup> See Coventry City Council's approach to independent travel training in the [case study at Annex 1](#).

developing that infrastructure so that it better meets the needs of children and young people in their area. These improvements should address a range of objectives, including environmental improvements, health benefits and enhanced child safety and security. The strategy should be a statement of the authority's overall vision, objectives and work programme for improving accessibility to schools and will be an important source of information to parents on the travel options available to them when expressing their preferences for particular schools in the admissions round.

9. The strategy should be evidence-based, including an assessment of the accessibility needs and problems of the local authority's area. Local authorities must monitor the implementation of their strategy and revise these as they feel necessary.

### **Promoting sustainable travel and transport to and from school**

10. Local walking, cycling, and bus strategies should inform the local authority's duty to promote sustainable school travel. In line with the physical Olympic and Paralympic legacy, as set out in HM Government's document '[Moving More, Living More](#)', promotion of walking and cycling to school can be an effective way to increase physical activity in children.

11. The sustainable school travel duty should have a broad impact, including providing health benefits for children, and their families, through active journeys, such as walking and cycling. It can also bring significant environmental improvements, through reduced levels of congestion and improvements in air quality to which children are particularly vulnerable.

### **Publication of Sustainable Modes of Travel Strategy**

12. The Education (School Information) (England) Regulations 2002, as amended require local authorities to publish their Sustainable Modes of Travel Strategy on their website by 31 August each year<sup>5</sup>.

## **1.2 Provision of travel arrangements**

13. Sections 508B and 508C of the Act make provision for local authorities to ensure that suitable travel arrangements are made, where necessary, to facilitate a child's attendance at school.

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<sup>5</sup> S.I. 2002/2897, amended by [The Education \(School Information\) \(England\) \(Amendment\) Regulations 2007 \(S.I. 2007/1365\)](#).



14. These provisions apply to home<sup>6</sup> to school travel arrangements, and vice versa<sup>7</sup>. They do not relate to travel between educational institutions during the school day<sup>8</sup>.

15. Parents are responsible for ensuring that their children attend school regularly. However, section 444(3B) of the Act provides that a parent will have a defence in law against a prosecution by a local authority for their child's non-attendance at school where the local authority has a duty to make travel arrangements in relation to the child under section 508B and has failed to discharge that duty.

### **1.3 Provision of travel arrangements: Eligible children**

16. Section 508B of the Act deals with the duty on local authorities to make such travel arrangements as they consider necessary to facilitate attendance at school for eligible children. Schedule 35B of the Act defines eligible children – those categories of children of compulsory school age (5-16) in an authority's area for whom free travel arrangements will be required local authorities are required to:

#### **Statutory walking distances eligibility**

- provide free transport for all pupils of compulsory school age (5-16) if their nearest suitable school<sup>9</sup> is:
  - beyond 2 miles (if below the age of 8); or
  - beyond 3 miles (if aged between 8 and 16)

#### **Special educational needs, a disability or mobility problems eligibility**

- make transport arrangements for all children who cannot reasonably be expected to walk to school because of their mobility problems or because of associated health and safety issues related to their special educational needs (SEN) or disability<sup>10</sup>. Eligibility, for such children should be assessed on an individual basis to identify their particular transport requirements. Usual

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<sup>6</sup> A child's 'home' is the place where he/she is habitually and normally resident.

<sup>7</sup> Including to boarding provision, where applicable.

<sup>8</sup> When a dual placement is outlined on an EHC Plan or statement, a local authority should use its discretion to decide on how best to cater for this child's individual circumstances.

<sup>9</sup> Taken to mean the nearest [qualifying school](#) with places available that provides education appropriate to the age, ability and aptitude of the child, and any SEN that the child may have.

<sup>10</sup> As per Schedule 35 of The Act, disability is as defined in S.6 of EA 2010: a person has a disability if they have (a) a physical or mental impairment, and (b) that impairment has a substantial a long-term effect on the ability to carry out normal day-to-day activities. Therefore a chronic health condition may lead to eligibility under this definition.

transport requirements (e.g. the statutory walking distances) should not be considered when assessing the transport needs of children eligible due to SEN and/or disability.

### **Unsafe route eligibility**

- make transport arrangements for all children who cannot reasonably be expected to walk to nearest suitable school because the nature of the route is deemed unsafe to walk.<sup>11</sup>.

### **Extended rights eligibility**

- provide free transport where pupils are entitled to free school meals or their parents are in receipt of maximum Working Tax Credit <sup>12</sup> if:
  - the nearest suitable school is beyond 2 miles (for children over the age of 8 and under 11);
  - the school is between 2 and 6 miles (if aged 11-16 and there are not three or more suitable nearer schools);
  - the school is between 2 and 15 miles and is the nearest school preferred on the grounds of religion or belief (aged 11-16).

### **Accompaniment**

17. In determining whether a child cannot reasonably be expected to walk for the purposes of 'special educational needs, a disability or mobility problems eligibility' or 'unsafe route eligibility', the local authority will need to consider whether the child could reasonably be expected to walk if accompanied and, if so, whether the child's parent can reasonably be expected to accompany the child. When considering whether a child's parent can reasonably be expected to accompany the child on the journey to school a range of factors may need to be taken into account, such as the age of the child and whether one would ordinarily expect a child of that age to be accompanied.

18. The general expectation is that a child will be accompanied by a parent where necessary, unless there is a good reason why it is not reasonable to expect the parent to do so.

19. Local authorities should, however, promote and ensure equality of opportunity for disabled parents. For example, if a parent's disability prevents them from accompanying

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<sup>11</sup> Paragraphs 4 and 5 of Schedule 35B.

<sup>12</sup> Paragraphs 9-14 of Schedule 35B.

their child along a walking route that would otherwise be considered unsafe without adult supervision, a reasonable adjustment might be to provide free home to school transport for the child in question.

## Assessing route safety

20. Creating safe walking, cycling and travel routes and encouraging more pupils to walk and cycle to school is one of the best ways to reduce the need for transport and associated costs. In assessing safety, local authorities should consider a range of risks, such as: canals, rivers, ditches, speed of traffic and fields of vision for the pedestrian or motorist. An authority should also consider whether it is reasonable to expect the child's parent to accompany the child along a route which would otherwise be classified as [being unsafe](#).

21. Good practice shows that using local knowledge, coupled with modern IT tools, is essential when assessing existing walking routes and identifying potential new ones. Putting in place suitable new paths, pedestrian crossings and cycle lanes can improve safety, but minimal investment can also reap significant rewards. This might be something as simple as trimming overgrown hedges or preventing illegal parking. Making parents aware of safe walking routes and the time taken to assess them can help alleviate concerns and significantly increase the amount of pupils choosing to walk.

## Measurement of routes

22. The measurement of the statutory walking distances is not necessarily the shortest distance by road. It is measured by the shortest route along which a child, accompanied as necessary, [may walk safely](#). As such, the route measured may include footpaths, bridleways, and other pathways, as well as recognised roads.

23. The 2 mile limit for extended rights should be measured in the same way as the statutory walking distances. However, the 6 mile upper limit to a choice of schools, and the 15 mile upper limit to a school preferred on grounds of religion or belief are not walking routes, and should therefore be measured along routes that are passable using a suitable motorised vehicle. In short, the upper limits should be measured along road routes.

## Timing of assessment of eligibility

24. At the point when transport eligibility is considered, the prospect of being able to secure a place in an alternative (usually nearer) school must be a real one. For most cases this will be during the normal school admissions round when places are allocated. A smaller number of cases will need to be considered during the course of the school year e.g. as a result of families moving to a new area.

25. Where entitlement to extended travel rights has been established the department's opinion is that local authorities should consider the pupil to be eligible for the entirety of

the school year for which the assessment has been made. If a pupil ceases to be eligible any change to provision made by the local authority must be considered in the context of the potential impact on the child. Disruption to a child's education should be avoided.

26. Where a pupil is registered at a school, but is attending a place other than that school as a result of temporary exclusion, [eligibility for home to school travel](#) will apply to the other place for the temporary period.

## Qualifying school

27. The relevant educational establishment in relation to an eligible child will be either a qualifying school or the place, other than a school, where they are receiving education by virtue of arrangements made under section 19(1) of the Act<sup>13</sup>.

28. Regulations<sup>14</sup> clarify the entitlement for eligible children, a small number of whom may be registered at more than one educational establishment, e.g. children of no fixed abode might be registered at more than one school, and other children may be registered at a hospital school and another school, etc.

29. Qualifying schools are:

- community, foundation or voluntary schools;
- community or foundation special schools;
- non-maintained special schools;
- pupil referral units;
- maintained nursery schools; or
- city technology colleges (CTC), city colleges for the technology of the arts (CCTA) or academies, including free schools and University Technical Colleges (UTC)<sup>15</sup>.

30. For children with SEN, an independent school can also be a qualifying school where this is named on the child's Education, Health and Care Plan (EHC Plan) or statement, or it is the nearest of two or more schools named.

## Travel arrangements made by the local authority or other bodies/persons

31. Examples of other bodies or persons making travel arrangements might include: a parent consenting to use their car in return for a mileage allowance; a school or group of

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<sup>13</sup> Section 508B(10) of the Act.

<sup>14</sup> [The School Travel \(Pupils with Dual Registration\)\(England\) Regulations 2007](#) (S.I.2007/1367).

<sup>15</sup> Paragraph 15 of Schedule 35B.

schools reaching an agreement with a local authority to provide transport in minibuses owned by the school; or a transport authority providing free passes for all children on public transport. For example, in London, Transport for London provides free bus passes for all children under the age of 16. In many circumstances, London Boroughs may therefore not need to make any additional travel arrangements for children living in their area, particularly when eligibility would be through statutory walking distances or extended rights.

32. Subsection (4) of 508B and 508C of the Act list some of the travel and transport arrangements that may be made. These might include: provision of a seat on a bus or minibus provided by the local authority; provision of a seat in a taxi where more individualised arrangements are necessary; and provision of a pass for a public service bus, or other means of public transport.

33. On condition that the relevant parental consent has been obtained (annually or, if a child moves school, at that point too) by the local authority, a number of alternative arrangements might be considered to meet the local authority duty relating to travel arrangements. Examples include:

- a mileage allowance paid to a parent driving their eligible child to school in lieu of the local authority making arrangements for a taxi to transport the child;
- a cycling allowance paid by the local authority where the parent agreed for their child to cycle to and from school instead of catching a bus for, say a three mile journey; and
- local authority provision of a suitable escort to enable an eligible child with a disability to walk a short distance to school in safety, instead of making arrangements for a taxi to take them to and from school.

### **Suitability of arrangements**

34. As a general guide, transport arrangements should not require a child to make several changes on public transport resulting in an unreasonably long journey time. Best practice suggests that the maximum each way length of journey for a child of primary school age to be 45 minutes and for secondary school age 75 minutes, but these should be regarded as the maximum. For children with SEN and/or disabilities, journeys may be more complex and a shorter journey time, although desirable, may not always be possible.

35. Consideration should also be given to the walking distance required in order to access public transport. The maximum distances will depend on a range of circumstances, including the age of the child, their individual needs and the nature of the routes they are expected to walk to the pick up or set down points and should try to be combined with the transport time when considering the overall duration of a journey. With regards to pick up points, local authorities may at their discretion use appropriate pick up points when making travel arrangements. For arrangements to be suitable, they must

also be safe and reasonably stress free, to enable the child to arrive at school ready for a day of study.

## Part 2 - Discretionary Arrangements

### Travel arrangements for other children

36. Section 508C of the Act provides local authorities with discretionary powers to go beyond their statutory duties and provide transport for children who are not entitled to free transport. Charges can be made, or, as stated in Subsection (5) of 508C local authorities may also pay all or part of the reasonable travel expenses of children who have not had travel arrangements made either under the statutory duty placed on local authorities, or under their discretionary powers to make travel arrangements. Where charges are imposed, good practice suggests that children from low income groups (those not eligible for extended rights, either due to being just outside financial eligibility or live outside of the distance criteria and therefore not in receipt of free travel) should be exempt.

37. It is very much for the individual local authority to decide whether and how to apply this discretion as they are best placed to determine local needs and circumstances. It is recognised that local authorities will need to balance the demands for a broad range of discretionary travel against their budget priorities. While the department offers guidance, the final decision on any discretionary travel arrangements must rest with the individual local authority who should engage with parents and clearly communicate what support they can expect from the local authority.

### Religion or belief

38. Many parents will choose to send their children to a school as near as possible to their home. However, some parents choose to send their children to a school with a particular ethos because they adhere to a particular faith, or belief. Local authorities need to respect parents' religious and philosophical convictions as to the education to be provided for their children<sup>16</sup>, give careful consideration to discrimination issues and seek legal opinion if they are unsure about the effect of their policies, before publishing them each year.

39. Under the European Convention on Human Rights (ECHR), parents do not enjoy a specific right to have their children educated at a school with a religious character or a secular school, or to have transport arrangements made by their local authority to and from any such school and the Equality Act 2010 (which places a duty on local authorities

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<sup>16</sup> Article 2 of the First Protocol.

not to discriminate against a person on the grounds of their religion or belief), does not apply to the exercise of an authority's functions in relation to transport<sup>17</sup>.

40. However, the Secretary of State continues to attach importance to the opportunity that many parents have to choose a school or college in accordance with their religious or philosophical beliefs, and believes that wherever possible, local authorities should ensure that transport arrangements support the religious or philosophical preference parents express. In many cases these schools may be more distant and therefore the provision of transport and/or training, and the avoidance of unreasonable expenditure on travel are encouraged. However, the department appreciates that this may be incompatible, for example, on grounds of excessive journey length, or where the journey may have a detrimental impact on the child's education.

41. The Act places a duty on local authorities to make arrangements for secondary pupils from [low income](#) backgrounds to attend the nearest school preferred on grounds of "religion or belief", where that school is between 2 and 15 miles from their home. Local authorities may wish to use their discretionary powers to extend transport arrangements beyond the extended rights duty and facilitate attendance at such schools. The Secretary of State expects local authorities to consider all possible options before they disturb well established arrangements, some of which have been associated with local agreements or understandings about the siting of such schools. Local authorities should pay particularly careful attention to the potential impact of any changes on low income families (those not eligible under extended rights) whose parents adhere to a particular faith or philosophy, and who have expressed a preference for a particular school because of their religious or philosophical beliefs.

42. Local authorities will need to be aware of their obligation not to discriminate under article 14 of ECHR. For example, where local authorities use their discretionary powers to make travel arrangements for children on the basis of their parents' religious beliefs to schools designated with a religious character, the equalities implications should be considered, to facilitate parents' who wish their children to be educated in accordance with their philosophical convictions.

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<sup>17</sup> s31 of, and paragraph 11 of Schedule 3 to, the Equality Act 2010.



## Part 3 - Transport Considerations

### Safeguarding requirements

43. It is the responsibility of the individual local authority to ensure the suitability of its employees and any contractors or their employees by undertaking the required safeguarding checks on those whose work or other involvement will bring them into contact with children, or more widely, vulnerable adults. This should include bus drivers, taxi drivers and escorts, as necessary. The Criminal Records Bureau (CRB) and the Independent Safeguarding Authority (ISA) have merged to become the [Disclosure and Barring Service](#) (DBS). CRB checks are now called DBS checks. Please see [Further information](#).

### Training and Equalities

44. All local authorities should ensure that all drivers and escorts taking pupils to and from school and related services have undertaken appropriate training, and that this is kept up to date. It is also considered good practice for those responsible for planning and managing school transport to have undertaken appropriate equality training. This training could consist of (but is not restricted to):

- an awareness of different types of disability including hidden disabilities;
- an awareness of what constitutes discrimination;
- training in the necessary skills to recognise, support and manage pupils with different types of disabilities, including hidden disabilities and certain behaviour that may be associated with such disabilities;
- training in the skills necessary to communicate appropriately with pupils with all types of different disabilities, including the hidden disabilities; and
- training in the implementation of health care protocols to cover emergency procedures.

### Bus safety considerations

45. Buses and coaches used to take pupils to and from school are public service vehicles and, as such, are subject to specific legislation on safety standards. All coaches and minibuses carrying groups of children of 3 to 15 years of age on organised trips are required to be equipped with seat belts. The legal requirement to fit seat belts does not apply to other types of bus, including those on public service. These tend to travel relatively slowly, over short distances, with frequent stops. Schools or local authorities making arrangements for home to school transport are free to specify within their contracts that they will only accept vehicles fitted with seatbelts.

46. The [Public Service Vehicles \(Carrying Capacity\) Regulations 1984](#) allow the option of three children under the age of 14 to occupy a bench seat designed for two adults on a

service bus. Modern bus designs and seat belt requirements are reducing the circumstances in which this practice can be adopted and in the opinion of the Secretary of State, local authorities making arrangements for home to school travel should only make use of this concession on an exceptional basis.

## Poor behaviour on school buses/other modes of transport

47. The department expects each school to promote appropriate standards of behaviour by pupils on their journey to and from school through rewarding positive behaviour and using sanctions to address poor behaviour. The EIA 2006 empowers headteachers to take action to address unacceptable behaviour even when this takes place outside the school premises and when pupils are not under the legal control of the school, but when it is reasonable to do so. In the department's view, this would include behaviour on school buses, or otherwise on the route to and from school, whether or not the pupils are in school uniform.

48. A number of local authorities have adopted a policy of withdrawing transport, either for a temporary period, or permanently for more serious or repeated cases of misbehaviour. Equally, the behaviour of pupils outside school can be considered as grounds for exclusion. This will be a matter of judgment for the Headteacher<sup>18</sup>. Local authorities might also consider that escorts are necessary to ensure safety of pupils on buses and can stipulate the provision of suitable escorts in their tender documents.

## Partnership

49. The department strongly supports local authorities in developing cross-cutting approaches to home to school travel and transport. Relevant considerations would include sustainability, delivering value money and finding school and parent friendly solutions. This could be through strong partnerships between local authorities and academies, the use of Department for Transport policies and practices, such as Local Transport Plans and Local Sustainable Transport fund (see [Further information](#)) and partnership with parents, for example to allow them to top up transport costs through the payment of fees in order to maintain the provision.

50. Partnerships are strongly encouraged, particularly in rural areas, where the generally more limited transport services could disadvantage children<sup>19</sup>.

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<sup>18</sup> <https://www.gov.uk/government/publications/school-exclusion>

<sup>19</sup> See Staffordshire County Council's approach to rural travel provision in [case study at Annex 1](#).

## **Part 4 – Policy Changes**

### **Publication of general arrangements and policies**

51. Local authorities must publish general arrangements and policies in respect of home to school travel and transport for children of compulsory school age. This information should be clear, easy to understand and provide full information on the travel and transport arrangements. It should explain both statutory transport provision, and that provided on a discretionary basis. It should also set out clearly how parents can hold local authorities to account through their appeals processes. Local authorities should ideally integrate their Sustainable Modes of School Travel strategies into these policy statements, and publish them together.

### **Policy Changes**

52. Local authorities should consult widely on any proposed changes to their local policies on school travel arrangements with all interested parties. Consultations should last for at least 28 working days during term time. This period should be extended to take account of any school holidays that may occur during the period of consultation.

53. Good practice suggests that the introduction of any such changes should be phased-in so that children who start under one set of transport arrangements continue to benefit from them until they either conclude their education at that school or choose to move to another school. Parents make school choices based on, amongst other things, the home to school transport arrangements for a particular school, and any changes might impact adversely on individual family budgets.

## Part 5 - Appeals process

54. Local authorities should have in place both complaints and appeals procedures for parents to follow should they have cause for complaint about the service, or wish to appeal about the eligibility of their child for travel support. The procedure should be published alongside the local authority travel policy statement. If an appellant considers that there has been a failure to comply with the procedural rules or if there are any other irregularities in the way an appeal was handled they may have a right to refer the matter to the Local Government Ombudsman. If an appellant considers the decision of the independent appeals panel to be flawed on public law grounds, they may apply for a judicial review.

55. In the past we have left it to local authorities to determine how their appeals procedures should operate in practice. However, in the interests of consistency and to be both clearer and more transparent, for both parents and local authorities, we have now set out a recommended review/appeals process in [Annex 2](#).

## Further information

### Post-16 transport

Guidance relating to post-16 transport is available on the [department's website](#)

### Sustainable transport

British Cycling is the national governing body for cycling and can provide advice on cycling to school and cycle training. More information is available at [www.britishcycling.org.uk](http://www.britishcycling.org.uk)

Department for Transport funding is available to Local Highway Authorities and Schools Games Organiser Host Schools for the provision of Bikeability cycle training for school children in England. This will teach children to cycle safely, confidently and competently on the roads. More information is available here: [www.dft.gov.uk/bikeability/schools](http://www.dft.gov.uk/bikeability/schools)

The Department for Transport Local Sustainable Transport Fund was established to support authorities in delivering local economic growth whilst cutting carbon emissions from transport. Further information can be found at: <https://www.gov.uk/government/collections/local-sustainable-transport-fund>

Living Streets runs the national Walk to School campaign which reaches over 13 million people. The campaign successfully encourages and supports parents/carers and children to make walking to school part of their daily routine. More information is available on their website [www.livingstreets.org.uk](http://www.livingstreets.org.uk)

Modeshift is the national sustainable travel organisation. Modeshift supports local authorities, schools, business and communities to increase levels of sustainable travel. More information is available on their website [www.modeshift.org.uk](http://www.modeshift.org.uk)

Moving More, Living More is a document produced by the Department of Health which builds on the work already under way to help realise the aim of having a more physically active nation as part of the legacy from the London 2012 Olympic and Paralympic Games: [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/279657/moving\\_living\\_more\\_inspired\\_2012.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/279657/moving_living_more_inspired_2012.pdf)

Sustrans is the leading sustainable transport charity that provides practical advice that can be passed onto parents to increase confidence in walking and cycling. More information is available on their website: [www.sustrans.org.uk](http://www.sustrans.org.uk)

### DBS (formerly CRB) employee suitability checks

Further information about DBS checks (and who requires them or is eligible, for example bus drivers for designated home to school transport are eligible, whereas those driving

public services are not) can be obtained from: <https://www.gov.uk/disclosure-barring-service-check>

## Definitions

- Section 444(5) of the Act defines the statutory walking distances.
- Schedule 35B of the Act defines:
  - ‘eligible children’ (paragraphs 2-7 and 9-13);
  - ‘qualifying school’ (paragraph 15);
  - ‘disabled child’ (paragraph 15(4));
  - ‘religion and belief’ (paragraph 15(6)) and 509AD of the Act;
  - ‘low income family’ (paragraphs 9-14).
- Section 579 of the Act defines ‘child’.
- Section 509AC of the Act defines ‘compulsory school age’.
- The Equality Act 2010 defines ‘religion or belief’ for the purposes of this Act.
- The Children’s and Families Act section 10 defines ‘SEN’

## Key term Glossary

- Home: A child's 'home' is the place where he/she is habitually and normally resident.
- Nearest suitable school: Taken to mean the nearest qualifying school with places available that provides education appropriate to the age, ability and aptitude of the child, and any SEN that the child may have.
- Parent: Reference to parent in this document should be equated to mean parent/carer/legal guardian.
- Philosophical Belief: For a philosophical "belief" to be worthy of protection, it must attain a certain level of cogency, seriousness, cohesion and importance; be worthy of respect in a democratic society; and not be incompatible with human dignity or the fundamental rights of the child. Examples of beliefs are humanism and atheism.
- Road routes: Reference to road route should be taken to mean a route passable by a motor vehicle, and could include distance covered on additional transport, e.g. via ferry.



# Annex 1: Case Studies

## Sustainable travel

Effective sustainable travel plans have wider benefits for a local area than simply improving access to schools and education. Evidence shows that school travel plans can have benefits ranging from increased road safety, to healthier, more alert and engaged pupils, to increasing independent travel and associated life skills for pupils with SEN. Enabling the increased use of sustainable modes of travel such as walking, cycling and the use of public transport has environmental benefits in reducing levels of noise, congestion and poor air quality - the latter of which children are particularly at risk to.

## Darlington Borough Council case study

### Impact/benefits

The data from 2011-12 indicates that on average, 7% of secondary school pupils are choosing to cycle to school. Before the Local Motion initiative began, this figure stood at just 1%.

### Details of the approach

Darlington Borough Council has encouraged a modal shift away from the car to more sustainable modes under the brand 'Local Motion'. The Local Sustainable Transport Fund has provided funding for the continuation of this project since 2011. It ensures that schools, young people and their families receive relevant information, to enable them to choose sustainable travel options to get to and from school.

### How was the change made?

The whole schools package is underpinned by the Modeshift STARS online accreditation scheme which recognises and rewards each school's commitment to promoting sustainable travel. All Darlington schools must engage with Modeshift STARS in order to access other support and resources from the Local Motion project.

A new Year 6 Transition Programme has been introduced to help pupils and their parents make informed choices about sustainable travel options to the secondary school they will be attending.

All Darlington secondary schools have converted to academy status, but have continued to engage with the Local Motion programme and continue to support sustainable travel.

## **Advice for other LAs contemplating such an initiative**

The Local Motion Transition encourages families to start thinking about how they are going to travel to secondary school long before they start at the school, to avoid relying on private cars.

For further information please email Louise Neale: [louise.neale@darlington.gov.uk](mailto:louise.neale@darlington.gov.uk)

## Stoke-on-Trent case study

### Impact/benefits

After just one year of Sustrans' engagement (2013/14) regular cycling amongst pupils (once or twice a week or more) increased from 8.5% to 12.7% and those regularly being driven (once or twice a week or more) decreased from 49.9% to 45.3%. This is helping to reduce the impact of congestion from education travel which is estimated to cost £2.6m per year.

### Details of the approach

Stoke is one of eight partner local authorities in the Access to Education (A2E) programme, led by Devon County Council and coordinated by Sustrans. It is funded by the Local Sustainable Transport Fund.

Using locally-tailored packages Sustrans provide a real alternative to the car for trips to schools, colleges and universities, reducing congestion, improving journey reliability and boosting local economies.

### How was the change made?

- Intensive engagement from two Sustrans officers working with 21 primary and seven secondary schools
- Provision of 'Access to Bikes School Hubs' – shipping containers that contain 15 bikes, helmets, hi-viz jackets, pumps, locks, lights and maintenance tools placed in nine schools
- Installation of cycle parking and scooter pods at schools
- A programme of highway safety improvements, including new crossings and off-road cycle access links from residential areas to schools

### Advice for other LAs contemplating such an initiative

Schools need to have intensive support over an extended period of time which would include building the skills, knowledge and confidence of 'champions' to deliver the ongoing work. The Sustrans School Mark, an accreditation scheme which recognises and supports schools' excellence in active and sustainable travel, provides a framework to drive this forward.

For further information please email Allan Williams: [allan.williams@sustrans.org.uk](mailto:allan.williams@sustrans.org.uk)

## **Home to school travel assistance for pupils with SEN or disabilities**

Research indicates that there can be significant short and long term benefits in the application of independent travel training for pupils with special educational needs or disabilities. The training given can result in savings to transport budgets in the short term, but can also provide longer term benefits to the individual in terms of a skill for life that might lead to greater social inclusion and employment prospects.

### **Coventry City Council case study**

#### **Impact/savings achieved**

As a result of this initiative and tighter control and work to secure efficiencies in the operation of the home to school travel assistance programme the Council made £326k savings in 2011/12. The savings made in 2012/13 equated to £374k which includes the reductions in expenditure on home to school escorts. The total reduction over the 2 years is a 19% fall in expenditure.

#### **Details of the new approach**

Successful work has been undertaken to provide independent travel training for secondary aged pupils and the provision of personal transport budgets to the parents of pupils in special schools. This has enabled young people to become more independent and given them valuable skills for life, as well as securing a reduction in spending for the Council.

#### **How was the change made?**

Impower Consultancy was commissioned to identify potential efficiencies. Focus groups of parents of pupils with SEN or disabilities were formed to seek views and identify new ways of working. Two key work streams were then established to take forward the provision of Independent Travel Training and Personal Transport Budgets (PTBs).

Two travel trainers now focus their work on school aged pupils, to help them improve their independence skills. This also reduces the number of adults needing training in subsequent years.

The Council also developed a scheme to offer PTBs to parents. The funding was high enough to incentivise parents, while being low enough to deliver savings for the Council. This was piloted in one school initially and then rolled out across all the special schools.

#### **Advice for other LAs implementing the change**

Special school headteachers are fully involved in this initiative and they help identify suitable young people to undertake training.

Contacting parents by telephone was resource intensive, but very positive in terms of fully explaining the benefits and options. PTBs are voluntary, tailored and non-prescriptive. The attendance and punctuality of pupils with a PTB is monitored. Beyond this there is no prescription and parents are not asked to account for expenditure.

For further information please email Marian Simpson: [marian.simpson@coventry.gov.uk](mailto:marian.simpson@coventry.gov.uk)

## **Capacity building with schools and transport operators**

In a financial climate where spending is reduced and costs are increasing local authorities may well find that they have less funding available to support discretionary transport provision, but there may be alternative solutions.

Many academies, with support from their local communities, are taking full advantage of their academy freedoms and are collaborating with other stakeholders and providers to offer discretionary transport to their schools. Local authorities can greatly assist with these initiatives by sharing their experience, expertise and influence in the procurement of transport.

## **Hertfordshire County Council case study**

### **Impact/savings achieved**

£5-6 million will be saved each year as a result of schools and commercial operators providing discretionary travel on routes previously funded and delivered by the Council.

### **Details of the new approach**

From September 2012 Hertfordshire County Council introduced a statutory only home-school transport policy. The Council was keen to attract third party providers to arrange transport on routes which it had previously organised and subsidised and that catered mainly for children without a statutory entitlement to home to school transport.

The Council has worked to build capacity locally to encourage and enable schools, community groups and commercial operators to provide school transport. From September 2013 a total of 130 routes to schools of preference operate without a financial subsidy from the Council. Thirty of these routes have been operating since April 2012.

### **How was the change made?**

The Council supported schools and parents to help develop transport plans. The Council also secured the involvement of the commercial sector and promoted awareness of business opportunities to it.

### **Advice for other LAs implementing the change**

Commercial operators require routes to be financially secure, and therefore are only likely to consider taking on routes where there is a predicted, fare paying commitment from parents. School transport only accounts for 192 days a year.

Local authorities should act as facilitators with the commercial sector, to help schools with contracts and to ensure competition law is followed. Models should rely on parents being able to fund their family's school transport, without any subsidy from the LA. In the

current financial climate, there has been more opportunity for commercial coach companies to participate in this market, rather than commercial bus companies.

For further information please email Sarah Vize: [sarah.vize@hertfordshire.gov.uk](mailto:sarah.vize@hertfordshire.gov.uk)

## **Demand responsive service in rural areas**

Counties with a large number of small rural communities face the challenge of ensuring that children in these communities are transported to their local schools whilst also providing a cost efficient transport network to the wider community to avoid rural isolation. Rural transport is essential in sustaining local rural communities and connecting people with essential services.

## **Staffordshire County Council case study**

### **Impacts/Benefits**

As a result of replacing infrequent existing local service buses and incorporating home to school transport on to a demand responsive service, a sustainable service has been developed which transports children to school and enables the rural population to be connected with essential services and the wider community. Children that have been transported to school frequently go on to use the service when they move up to middle or high school, increasing their independence despite their rural location.

### **Details of the approach**

Moorlands Connect, a Demand Responsive Service was launched in 2010. The service incorporates the home to school transport to two village schools within the operating area which covers approximately 125 square miles. Outside school transport times the vehicles can be booked as a door to door service to transport people to work, appointments or other essential journeys. Using smaller vehicles and a demand responsive approach that is not tied to a scheduled route has meant that remote areas now have access to a service.

### **How was the change made?**

A rural transport review was commissioned in 2008 and recommended the implementation of a demand responsive service. Residents in the area were consulted and current services, including home to school transport, were reviewed to establish which services could be incorporated on to a new service to increase its sustainability. Funding was sourced from various external agencies for the purchase of two fully accessible vehicles that carry bicycles and the service was launched in September 2010. It continues to be well used by the local communities and also by visitors to the area who can get out and about in the Peak District using the service.

### **Advice for other LA's implementing the change**

The process in setting up the service should include service demand evaluation, assessment of service options, the associated costs and, importantly, comprehensive consultation. Such service complements existing local bus services and provides



alternative choice for passengers. The latter ensures new and continuing public and political support for the scheme. Ticketing options need to be considered, including onward ticketing and potential integration with the local bus service(s). All funding options should be explored at a local and national level; this connect service received initial funding from Districts, Staffordshire Police and Fire services. Once the service is operational there is the need to monitor and evolve the service to meet ongoing needs and changing travel patterns.

For further information please email: [kathryn.grattage@staffordshire.gov.uk](mailto:kathryn.grattage@staffordshire.gov.uk)

## Annex 2: Recommended Review/Appeals Process

Previous guidance made clear that local authorities should have in place and publish their appeals procedures, but left it to the individual authority to determine how this should operate in practice. We are now recommending that local authorities adopt the appeals process set out below, appreciating that specifics, such as the identification of an appeal compared to a complaint, will need to be decided by local authorities. The intention is to ensure a consistent approach across all local authorities, and to provide a completely impartial second stage, for those cases that are not resolved at the first stage.

Local authorities should publish annually their appeals process on their website. This should set out a clear and transparent two stage process (with paper copies available on request) for parents who wish to challenge a decision about:

- the transport arrangements offered;
- their child's eligibility;
- the distance measurement in relation to statutory walking distances; and
- the safety of the route.

### Stage one: Review by a senior officer

- A parent has 20 working days<sup>20</sup> from receipt of the local authority's home to school transport decision to make a written request asking for a review of the decision.
- The written request should detail why the parent believes the decision should be reviewed and give details of any personal and/or family circumstances the parent believes should be considered when the decision is reviewed.
- Within 20 working days of receipt of the parent's written request a senior officer reviews the original decision and sends the parent a detailed written notification of the outcome of their review, setting out:
  - the nature of the decision reached;
  - how the review was conducted (including the standard followed e.g. Road Safety GB<sup>21</sup>);
  - information about other departments and/or agencies that were consulted as part of the process;
  - what factors were considered;
    - the rationale for the decision reached; and

---

<sup>20</sup> As with the whole appeals process the timings are recommended and not compulsory. We envisage many appeals will be dealt with much sooner than these timings, particularly those which have a time pressure, whilst complex cases may take longer.

<sup>21</sup> Road Safety GB is the sole published standards known to the department, hence referenced.

- information about how the parent can escalate their case to stage two (if appropriate).

## **Stage two: Review by an independent appeal panel**

A parent has 20 working days from receipt of the local authority's stage one written decision notification to make a written request to escalate the matter to stage two.

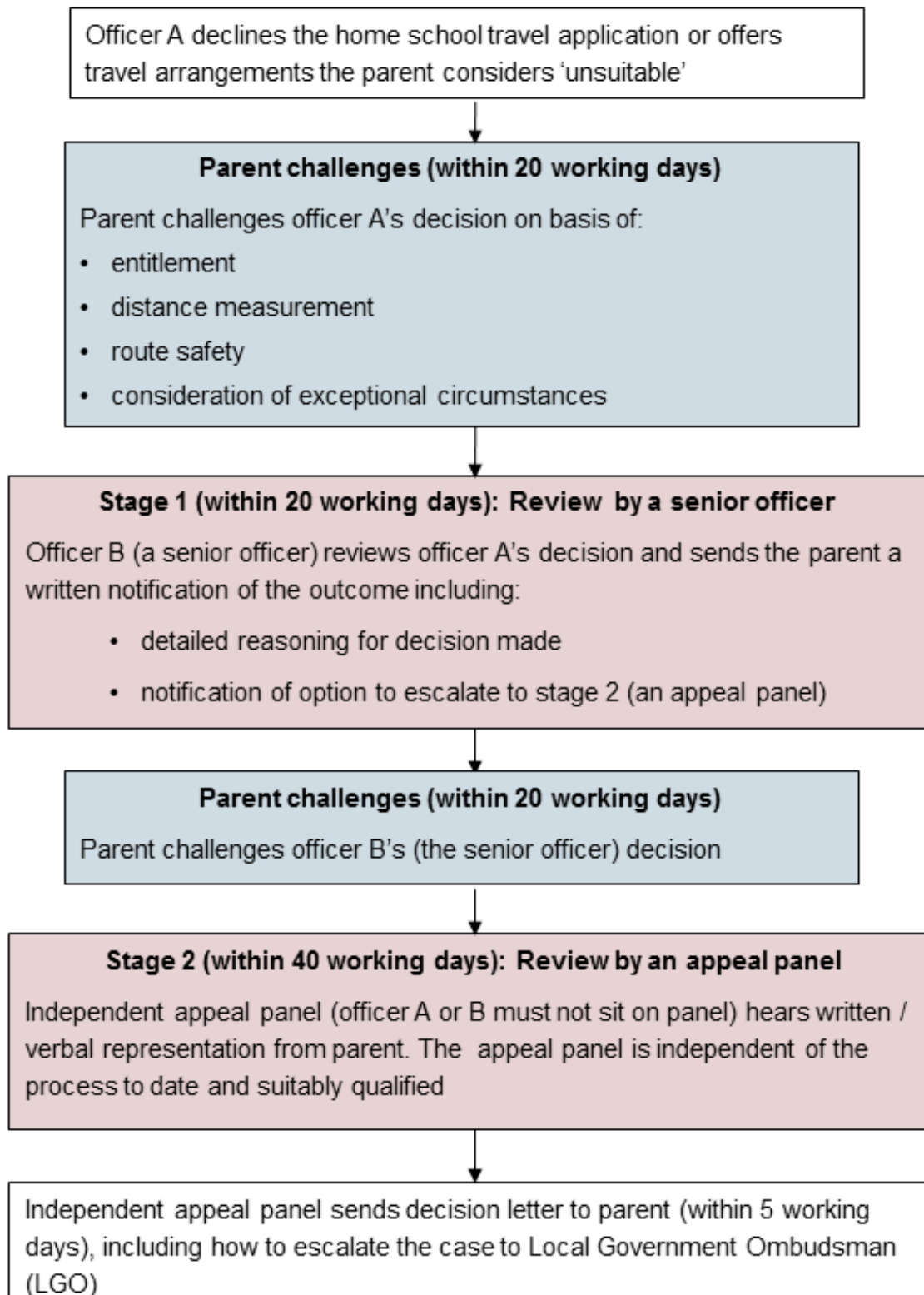
Within 40 working days of receipt of the parents request an independent appeal panel considers written and verbal representations from both the parent and officers involved in the case and gives a detailed written notification of the outcome (within 5 working days), setting out:

- the nature of the decision reached;
- how the review was conducted (including the standard followed e.g. Road Safety GB);
- information about other departments and/or agencies that were consulted as part of the process;
- what factors were considered;
- the rationale for the decision reached; and
- information about the parent's right to put the matter to the Local Government Ombudsman (see below).

The independent appeal panel members should be independent of the original decision making process (but are not required to be independent of the local authority) and suitably experienced (at the discretion of the local authority), to ensure a balance is achieved between meeting the needs of the parents and the local authority, and that road safety requirements are complied with and no child is placed at unnecessary risk.

Local Government Ombudsman – it is recommended that as part of this process, local authorities make it clear that there is a right of complaint to the Local Government Ombudsman, but only if complainants consider that there was a failure to comply with the procedural rules or if there are any other irregularities in the way the appeal has been handled. If the complainant considers the decision of the independent panel to be flawed on public law grounds, the complainant may also apply for judicial review.

## Home to school travel and transport: flowchart of the review/appeals process





Department  
for Education

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## **Travel Policy Statement 2021-2022 for Students attending further education, with Special Educational Needs and/or Disabilities (SEND) who live in Bath and North East Somerset and Bristol**

This travel policy statement applies to students aged 16-19 who attend their nearest further education establishments. Consideration will also be given to 19-25 year olds who are continuing to progress and meet criteria under the low income policy to enable participation.

Please refer to the Transport Policies for your home local authority for more detail about travel

[Bath and North East Somerset Travel and Transport Page](#)  
[Bristol City Council Post-16 Travel Policy](#)

### **1. Summary of Policy Statement and Main Objectives**

You should note that your Local Authority is under no obligation to provide travel support for students attending further education establishments.

Students are normally expected to progress in their relevant study plan to continue to access travel support from their Local Authority.

The Local Authority may exercise its discretion, where they believe it appropriate, to ask students, parents and carers for a contribution towards travel costs.

Our travel policy promotes and supports:

- The Government's initiative to increase walking, cycling and bus travel.
- The three Local Authorities School Travel Plan Strategies and independent travel.

The nature and mode of travel support will be determined by the Local Authority and will be one that is consistent with the Local Authority's duty to secure Value for Money. It will normally be provided at standard college hours, at the beginning and end of the college day.

Transport will be provided only where there is no appropriate alternative.

The desired outcome of this approach is actively to encourage young people to travel as independently and inclusively as possible and to develop confidence and vital travel and social skills to support options for post 16 training and employment thereafter.

Support with travel for students with SEND will be considered up to the end of the academic year in which the student becomes 19. Consideration will be given to support beyond the age of 19.

## **2. Who is eligible for support with travel?**

Each Local Authority will consider travel arrangements for students who are attending the nearest appropriate further education provision and:

- Have had a statement of Special Educational Needs or an Education, Health & Care Plan (EHCP), or medical or physical difficulties, which means they are unable to walk the distance of 3 miles (accompanied as necessary) and
- Are studying a full time course

Students under Bath & North East Somerset who meet the criteria for support will be required to undertake two weeks independent travel training. Their ability to travel independently will be assessed by personnel from the Wiltshire Independent Travel Support (WITS) service.

**NB It is important to note that students must apply annually for travel support and all travel support is subject to review.**

## **3. How do students apply for support with travel?**

An application form can be obtained from your home Local Authority (your Local Council). Or:

You may be able to obtain an application form from one of the following:

- College Coordinator
- Disability Support Coordinator
- School

Applications are normally received by end of July.

**Please be aware that we cannot guarantee that transport will be in place for the start of the academic year if the application is received too late.**

The applicant is responsible for returning the completed application form. Completed application forms should be sent to the Local Authority in which the student lives (some Local Authorities may request additional information):

**Bath and North East Somerset  
Council**

People and Communities  
SSEN Service (Post 16 Transport)  
Lewis House  
Manvers Street  
Bath BA1 1JQ  
Email: [SENDSchool\\_TravelTeam@BATHNES.GOV.UK](mailto:SENDSchool_TravelTeam@BATHNES.GOV.UK)

**Bristol City Council**

Office address: City Hall, College Green, Bristol, BS1 5TR  
Postal address: Home to School Travel Team (CH), PO Box 3399, 100 Temple Street,  
Bristol, BS1 9NE  
Email: [home.school.travel@bristol.gov.uk](mailto:home.school.travel@bristol.gov.uk)

**4. What support is provided for students with SEND including those over 19?**

On a case by case basis students over 19 and up to the age of 25 may be considered for support with travel. Should support be granted students will need to apply yearly and decisions will be based on any changing needs, changes in circumstances, progression in learning and in line with the policy.

**5. Decisions on eligibility for support with travel**

Decisions relating to students who did not previously have a Statement of Special Educational Needs or Education, Health & Care Plan (EHCP) will be assessed on a case by case basis. Decisions will take into account the age of the student, and the



journey and medical evidence provided in the application form together with any additional information provided to support the application.

The assessment of support with travel needs will be made in line with this Travel Policy and will draw together any information from the relevant college/school, the student and other colleagues.

The mode of travel will be the most inclusive, sustainable and cost effective. In some cases a Personal Travel Budget (PTB) may be made to the parent/carer/student.

## **6. What independence training is available?**

For young people with Statements of Special Education Needs or an Education, Health & Care Plan (EHCP), schools are actively encouraged to use the annual review process as an opportunity to discuss the young person's transition to post 16 study or training. Schools and colleges are normally expected to empower the young person to develop the necessary skills to become independent travelers.

## **7. What support can students apply for if they need to travel to a course that is outside the Local Authority area?**

Local Authorities will consider applications for support with travel to colleges outside the area, if the course is considered to be the nearest appropriate course. Applications should be made to the Local Authority in which the student lives. Support with travel will be approved only if the individual application represents reasonable public expenditure. A Personal Travel Budget (PTB) may be offered.

The Local Authority will normally provide support with travel, at the start and end of each term, for SEND students at Independent Specialist Providers. The mode of support with travel will be assessed by the Travel Team in line with the student's needs and the policy.

## **8. What support is available for students choosing to attend further education which is beyond daily travelling distance?**

Students wishing to study on a course that is beyond daily travel distance should contact the Local Authority to discuss this. For students who are moving to a Post 16

Independent Specialist Provider (residential college), the application form will be completed by the current school, the student or parent/carer.

Support with travel will be provided at the start and end of each term (ie. 12 journeys) for students in residential college.

### **9. What support is available for students who do not meet these criteria?**

The majority of students are able to access their chosen course by walking / public transport. Where communities are not well served by public transport then a number of post 16 providers make innovative, strategic arrangements supported by the Transport Partnership.

### **10. What support is available for students on Apprenticeships or Traineeships?**

The learning provider is responsible for ensuring that students have reasonable expenses met in full, where reasonable expenses are needed to overcome barriers to learning. These may include the cost of travelling to or from the place of learning or work placement. Employers are encouraged to support trainees with expenses such as transport and meals.

It may also be worth asking the learning provider if they offer their own transport service as some may do this.

### **11. Appeals process**

All applications for travel support are considered in line with the policy criteria.

Where applications do not fulfil the policy conditions set out above, consideration will be given to the individual's circumstances.

However, students, parents/carers have a right to appeal. Please see below for details of the appeal process.

## **Bath and North East Somerset Appeal Process**

All appeals will be considered on an individual basis in line with this criterion.

To submit an appeal the applicant should put in writing the reason for the appeal together with any supporting evidence e.g. medical report to:

**Bath and North East Somerset Council**

People and Communities

SSEN Service (Post 16 Transport)

Lewis House

Manvers Street

Bath BA1 1JQ

Email: [SENDSchool\\_TravelTeam@BATHNES.GOV.UK](mailto:SENDSchool_TravelTeam@BATHNES.GOV.UK)

### Bristol Appeal Process

All appeals will be considered on an individual basis in line with this criterion.

To submit an appeal the applicant should put in writing the reason for the appeal together with any supporting evidence e.g. medical report to –

**Bristol City Council**

Office address: City Hall, College Green, Bristol, BS1 5TR

Postal address: Home to School Travel Team (CH), PO Box 3399, 100 Temple Street, Bristol, BS1 9NE

Email: [home.school.travel@bristol.gov.uk](mailto:home.school.travel@bristol.gov.uk)

## 12. Travel information

### 16 – 19 Bursary Fund

You may be able to apply for a bursary to help with expenses, such as travel costs. Please see the [16 to 19 Bursary Fund Website](#) for more information and whether you would be eligible. You will need to apply to your school, college or training provider

### First Bus Student Tickets

Details of where to obtain these can be found at the [First Bus Group Website](#) along with the current price of various types of ticket.

Students may purchase discounted travel tickets from the First Bus Group.

[First Bus Group Young Person \(16-21\) and Students Ticket Types](#)

[First Bus Group Bristol, Bath and the West Bus Ticket Prices](#)

**Stagecoach Buses**

For information on Stagecoach buses which serve Bath, Bristol and South Gloucestershire, go to the [Stagecoach Buses Website](#).

**Rail cards**

A 16-25 Rail card saves 1/3 on rail fares throughout Great Britain for a year. Minimum fares apply for travel at or before 10.00am Monday to Friday (except during July and August). For further details and up-to-date prices go to the [16-25 Railcard Website](#).

If the college or Post 16 provider is not listed below please contact them directly for individual schemes they may operate

College	Travel Details
<p>South Gloucestershire and Stroud College (formally Filton College)</p>	<p>The college sells discounted bus tickets for local bus routes. Tickets are available from the finance office. A student photo card will be required, at an additional cost.</p> <p>The college can advise you of any other travel schemes available e.g. Rail travel</p> <p><a href="#">South Gloucestershire Council and Stroud College Travel and Transport Website</a></p>
<p>City of Bristol College</p>	<p>Travel and transport options are available from the <a href="#">City of Bristol College Website</a> or contact student support team 0117 3125000 or email <a href="mailto:csot@cityofbristol.ac.uk">csot@cityofbristol.ac.uk</a></p>

College	Travel Details
St Brendan's Sixth Form College	<p>The college sells a variety of First bus tickets at a reduced rate for students. Contact the College ticket office 0117 9777766.</p> <p>The college also operates a number of their own routes; please contact the ticket office for more information.</p> <p><a href="#">St Brendan's Sixth Form College Travel and Transport Website</a></p>
Weston College	<p>The college offer a variety of local First bus and other operator routes during term time.</p> <p>Contact the college 01934 411411</p> <p><a href="#">Weston College Travel Website</a></p>
Bridgwater College	<p>The college offer a variety of local travel schemes. Contact Student Support Team 01278 441233 or</p> <p><a href="#">Bridgwater College Travel Website</a></p>
Bath College	<p>The college can give you details of public bus and rail services, park and ride options as well as the cost of college buses.</p> <p>Contact the college on 01225 312191</p> <p><a href="#">Bath College Getting to College Website</a></p>

# 21SA012 Home to School Travel

**BOLD = PRINCE 2 DEFINED PRODUCTS/TASKS - PLEASE DO NOT AMEND**

R RESPONSIBLE The person who will do the work to complete the task / produce the associated deliverable.	A ACCOUNTABLE The person ultimately answerable for the correct and thorough completion of the deliverable or task, the one who ensures the prerequisites of the task are met and who delegates the work to those responsible.	C CONSULTED Those whose opinions are sought, typically subject matter experts; and with whom there is two-way communication typically before action or decision taken	I INFORMED Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication typically after the action or decision taken	OBC stage	FBC Stage	Internal kick-off meeting	Supplier/service area kick off	Delivery																
								Delivery Kick-off	Delivery Applicable to all stages															
Project Roles / Participants		Project Specific - Name		Exception Report	Issue Flag Report	Exception Flag Report	Sharepoint documentation and management	Change Request	Project Plan	Budget Management	RAID	RACI	Project Board ToRs/ Governance	Project Board Minutes & Actions	Project team ToRs	Action Log	Lessons Log	Supplier/Team Status Reporting	PMO project Highlight report	Support Services Resource Recharging	End Stage Review / Retrospective session			
Project Sponsor	Denise Murray (Programme Level)	Sarah Parker (Project Level)				I	A	I	A	I	I	A	A	A	C	C	A	C	I	A	I	A	I	
Project Executive		Gail Rogers				I	C	C	A	C	I	A	C	C	C	C	A	C	A	I	C	I	I	C
Senior User		Terri Knowlton				C	C	I	C	I	C	C	I	C	C	C	C	I	I	C	C	I	I	C
Project / Programme Manager		Helen Haggi				A,R	A,R	R	R	R	A,R	R	R	R	A	A,R	R	R	A,R	R	I	R	A	A,R
Cabinet Lead		Clr Asher Craig																						
Comms Team (inc Consultation & Engagement)		Matthew Rhymer / James Backhouse						C	C	I	C	C			C	C		A, R					C	
Corporate Leadership Board (CLB)																								
Equalities Team		Duncan Fleming																						C
Executive Director Meeting (EDM)		People																						
Finance		Denise Hunt				C	C	I	C	C	I	C	C		C	C		A, R						C
Legal		Kate Fryer				C	C	C	I	C	C	C	C	C	C	C	C	A, R						C
Procurement Lead		Tom Allen				C	C	C	I	C	C	C	C		C	C		A, R						C

**Delivery**

**Closure**

Delivery - General														Delivery - Transition Prep				Delivery - Implementation <small>Go-Live and immediate post-go-live activities incl. warranty period</small>						Closure											
Test Plan/Approach	Benefits Management Approach (Planning)	Measure and track benefits (Tracking)	Comms Management Approach	Develop training plan/approach	Develop IT Work Package	Develop IT Work Request	Develop Request for Change (RFC)	Develop Technical Low Level Designs	IT resource scheduling	Supplier Management (to include mobilisation of contract management)	Contract onboarding	Comms delivery and engagement	Comms Delivery	UAT - Testing	Develop key/super user training materials	Deliver key/super user training	Implement business change (incl wider training rollout)	Go / No-go Form	Go/ No-go Decision	Warranty period monitoring	Resolve warranty period incidents	Exit Report	Test Sign off	Agree Handover to BAU	Delivery	Closure Report	Benefits Handover	Halting Report	Lessons Learned Workshop Output	Final Highlight Report	Closure	Benefits Management /Realisation	Ongoing Supplier and Contract Management	Post Project	
A	A	A	I	I	I					C	C	I	I	I			A		A					A		A	A	A	A	A		A,R	A,R		
C	C		A	C	I				I	C	C	A/R	A/R	C	I	I	C	C	C	I	I	R	R	A		C	C	C	C	C		R	R		
R	R	I	R	R	R	R	R	I	I	R	R	R	R	I	C	C	I	A,R	R	A,R	C	A,R	A,R	R		R	R	R	R	R					
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	I											I	I																						
	C										C	I	I																						
	I									C	A,R	I	I																						

# Mandate



## A. PROJECT SUMMARY INFORMATION

<b>Programme Name:</b>	Third Party Spend
<b>Workstream Name:</b>	Home to School Travel
<b>Cabinet Member:</b>	Asher Craig
<b>Lead Officer (Sponsor):</b>	Ann James
<b>Directorate(s):</b>	People
<b>Associated service areas:</b>	Children's Social Care
<b>Report lead author(s):</b>	Gail Rogers, Head of Children's Commissioning
<b>Report recipients:</b>	Third Party Spend Programme Board

## B. ORGANISATIONAL CONTEXT

<b>Alignment to corporate theme(s):</b>	<ul style="list-style-type: none"> <li>• Empowering and Caring</li> <li>• Fair and inclusive</li> <li>• Well connected</li> <li>• wellbeing</li> </ul>												
<b>Project category:</b>	<input type="checkbox"/> Saving delivery <input checked="" type="checkbox"/> Compliance / Statutory <input checked="" type="checkbox"/> Risk reduction <input checked="" type="checkbox"/> Cost avoidance <input checked="" type="checkbox"/> Improved outcomes <input checked="" type="checkbox"/> Enabling <Other>												
<b>Council Budget saving delivery:</b>	<p><b>Budget reference:</b> N/A</p> <p><b>Savings description:</b> No cashable savings due to market and increased demand. Proposal will deliver efficiencies and cost avoidance from Sept 2022 (full year effect in 23/24 £46,000 - £146,000); depending on option developed within full business case. Low risk overall</p> <table border="1"> <thead> <tr> <th></th> <th>21/22</th> <th>22/23</th> <th>23/24</th> </tr> <tr> <th></th> <th>£'000s</th> <th>£'000s</th> <th>£'000s</th> </tr> </thead> <tbody> <tr> <td><b>Saving</b></td> <td>-</td> <td>£31,250</td> <td>£45,000</td> </tr> </tbody> </table>		21/22	22/23	23/24		£'000s	£'000s	£'000s	<b>Saving</b>	-	£31,250	£45,000
	21/22	22/23	23/24										
	£'000s	£'000s	£'000s										
<b>Saving</b>	-	£31,250	£45,000										

## C. DOCUMENT CONTROL

<b>Document status:</b>	<input type="checkbox"/> Draft <input checked="" type="checkbox"/> Final
<b>Document owner:</b>	Gail Rogers



Version	Author(s)	Description	Date
V00_01	G Rogers	First draft	15-10-2021
V00_02	H Haggi	Comments/Amendments	22/10/2021
V00_03	H Haggi / G Rogers	Clarification of cost	25/10/2021
V1_00	H Haggi	FINAL SIGNED OFF VERSION	28/10/2021

## EXECUTIVE SUMMARY: DECISION REQUIRED

### Decisions requested for Mandate sign-off (inc. any resource and/or funding requests):

We are seeking from Programme Board today:

1. Approval to proceed with developing business case to recommission DPS process and implementation of independent travel training that will deliver efficiencies
2. Approval to drawdown £46,660 of Third Party Spend Programme funding over 2021/22 and 2022/23 to deliver workstream.
3. **Decision Making Board:** Third Party Spend Board

### Recommended tolerances for sign-off:

The tolerances in the table below indicate the amount of movement in anticipated timescale and dates to complete the OBC. Your confidence levels in sections 5 & 6 of your Mandate and available budget will help to inform this.

Tolerance areas	Suggested tolerance	Escalation board / officer
<b>Time</b> +/- amounts of time on target completion for the FBC	+/- 4 weeks	<b>Third Party Spend Programme Board</b>
<b>Cost</b> +/- amounts of planned budget to complete	+/- 10%	<b>Third Party Spend Programme Board</b>

The Service Area Lead prioritising availability to support the progress of the next phase of work is Gail Rogers

### This proposal seeks to deliver:

1. **A new DPS to open transport tenders up to more providers with the potential for cost savings.**
2. **Recommendations for future service delivery based on modelling of children and their needs attending different settings**
3. **A clear review system accompanied with independent travel training for young people able to achieve greater independence**
4. **Clear link between Home to School Travel planning and SEND operations to better predict service demand and the drivers of service demand.**

### Estimated potential annual net recurring benefits:

£0 cashable savings at this stage

Up to **£100K** per annum net savings

£100K - £499K per annum net savings

> £500K per annum net savings

**Estimated total investment needed to pay for the project:**

< £100K new costs

£100-499K new costs

£500K - £1m\* of new costs

> £1m\* of new costs

\*Cabinet decision to spend will be required

**Estimate of timescale for full project delivery from point of Mandate approval (assuming resource is immediately available):**

Estimated <9 months

Estimated 12-18 months

Estimated >18 months

**Any decisions / endorsements already secured:**

25/08/2021 - Third Party Spend Programme Board decision to produce mandate for wider scope change to Home to School transport to maximise savings and efficiencies

<b>New costs to deliver Outline Business Case (OBC):</b>	£46,297
<b>Opportunity costs to deliver OBC:</b>	£38,700
<b>Funding required:</b>	£46,297
<b>Funding source(s):</b>	Third Party Spend Programme
<b>Est. timescale for OBC to return for sign-off:</b>	January 2022

## 1. The problem I want to solve / the outcome I want to achieve...:

BCC has a duty to provide home to school travel where children are eligible through distance to nearest suitable school, low income, temporary housing or for those in receipt of an Education, Health and Care Plan (EHCP). The ambition here is to undertake this duty in the most enabling way possible for children and families and in a way that is sustainable in spite of the growth in demand now and potentially reduction at some point in the future.

Since 2018/19, the numbers of children eligible through EHCP has risen while those eligible in the other categories has fallen. Children with an EHCP may require Special settings to meet their need, and there is insufficient provision for children close to their homes. This means that children are travelling greater distances to school. For these children, independent travel is usually not possible, and the journeys they are making are often complicated and lengthy. Children may additionally require an adult to escort them in the vehicle. For these reasons, the use of private hire vehicles with Escorts has grown and the mileage has increased – combined, this leads to an increase in spend over the course of three years.

Fully understanding and predicting the demand through SEND is critical to good planning and effective use of resource. We would like to analyse the different types of route and develop a segmented strategy for providing transport. This could mean bringing some routes back in-house and/or seeking a more integrated transport arrangement which could be used for other populations such as the elderly; it could also mean working with schools to potentially lease a vehicle for them to undertake the transport and for them to have use of the vehicle throughout the day. We need to review the data and cost these alternatives, weighing up the opportunities and risks.

Numbers of children referred for an EHC assessment continues to rise. The framework through which routes are procured was tendered in 2019 with seventeen local providers who can provide a combination of wheelchair accessible minicabs, minibuses and larger vehicles. The framework is closed and does not permit new providers, so that there is little opportunity for competitive pricing and there is now a risk of insufficient vehicles through compliant routes. If we do not re-commission the framework, we risk business failure and we will certainly continue to incur rising costs.

As we would expect, parents and carers want the best and safest means of transport to school for their children. However, this leads to a demand for taxis with an Escort to take their children to school and to resistance in enabling more independent travel as their children grow older. Parents are not there to accompany their children to school and therefore do not go through this pattern of enablement that would be usual with development. If this is not changed, we will see all children with SEND transported by car to school until the end of their entitlement at year 11, creating a greater financial pressure.

The HTST service has recently been restructured to include a post which could develop Independent travel training. The post could also develop the use of volunteers, perhaps to undertake walking journeys or initial journeys on the bus with a child. The service is so busy just processing and routing the children who are coming through as eligible, that the team has been unable to shift into new roles. To support this transition and to embed a full review process within the team, there is a request for an additional 0.5 post at BG7 to supplement the 0.5 post currently vacant. This is vacant because we have successfully accommodated a young apprentice under the programme who is now due to leave in December.

## 2. We will know we have succeeded when...

- A DPS framework is in place that places competition back into the business and therefore delivers **cost effective journeys**.
- An embedded process of review and independent travel training is in place and utilised, ensuring Pathways to Adulthood (PFA) principles **maximise the capabilities of children** now and for their futures.
- Our population of children travelling is fully understood and segmented to enable a **safe and cost effective means of travel**.
- **Travel arrangements are integrated within the EHCP and SEND operations** so that the arrangement of travel does not come as a surprise into the service.

### 3. Scope

In Scope
<ul style="list-style-type: none"> <li>Home to school travel placements where children are eligible through distance to nearest suitable school, low income, temporary housing or for those in receipt of an Education, Health and Care Plan (EHCP).</li> </ul>

Out of scope	Any risks/consequences associated with "Out of scope" items
N/A	

### 4. Dependencies, Constraints and Service Context

#### 4.1 What other work is happening that this connects with or is reliant upon?

SEND capital planning

SEND Time for Change

DSG management plan

#### 4.2 What limitations do you have to work within ?

Market position is challenging with shortage of drivers across the region. This means that we currently compete with each other for sufficiency.

Home to school travel is a statutory duty

#### 4.3 Current contracts relevant to scope

- Transport Framework

#### 4.4 Current technology systems and solutions relevant to scope

Mission GPS

#### 4.5 Learning from previous work

Deep Dive January 2021

### 5. Resource required to progress to Outline Business Case

Role	What they will do	Days needed	Cost per day	Total cost	Opportunity or New Cost	Funding source(s)
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Project Manager	Produce detailed plan to co-ordinate development of the Outline Business Case Manage the delivery of activities in the plan Establish Project Board & begin regular project reporting	36	£256	£16,740	N	Third party spend programme
Service Area Lead	Provide service areas expertise advice, guidance and insight to the project Enable access to service related data and information Support the releasing of key staff to the project team Support change delivery	24	£387	£9,288	O	CS budget
Procurement business planning	Options business case	6	£605	£3,630	N	Third party spend programme
Legal	Finalise DPS	4	£770	£3,080	N	Third party spend programme
Travel analyst	Migrate to new DPS on travel system and provide route optimisation reporting and support	7	£350	£2,450	N	Third Party spend programme
Procurement delivery	Support to deliver DPS	15	£500	£7,500	N	Third party spend programme
BG7 0.5	Embed review process and support with independent travel programme	130	£102	£13,260	N	Third party spend programme

<b>Total opportunity costs</b>	<b>£9,288</b>
<b>Total new costs</b>	<b>£46,660</b>
<b>Total resource costs</b>	<b>£55,948</b>
<b>Total funding being sought</b>	<b>£46,660</b>
<b>% Confidence in these figures</b>	<b>75%</b> - high, any change will only be a minor adjustment

## 6. Key Milestones

Based on what you currently know about the work to be undertaken

Milestone	Estimated date	H / M / L Confidence in Date
Mandate approval	28/10/2021	H
Full Business Case approval	27/01/2022	M
Procurement complete	31/08/2022	H
Project delivery complete	30/12/2022	H
Project closed	31/12/2021	H

## 7. Consultation Approach

Engagement with SEND and parents as per standard Children's Services practices.

## 8. Equalities and Privacy Impact Relevance Check Outcome

Relevance check	Outcome
Equalities	Developed in next phase
Information Governance	Developed in next phase

## 9. Detail of key stakeholder engagement to date

Key stakeholder	Date(s) of engagement	Nature of engagement
Third Party Spend Programme Board	28/10/2021	To secure approval to proceed with proposal
Executive Director Meeting	03/11/2021	To update on proposal being managed through TPS Programme Board

## 9. Mandate sign off

Below is a record of who has received a copy of the Mandate ahead of submission for sign-off.

Name	Job Title	Date circulated
Denise Murray	Project Sponsor	26/10/2021
Lee Hannan	SRO	25/10/2021

<b>Decision making authority</b>	Third Party Spend Programme
<b>Date seeking endorsement</b>	28/10/2021

# Decision Pathway – Report

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 03 March 2022

<b>TITLE</b>	<b>Grant determination for the Holiday Activities and Food (HAF) Programme 2022</b>		
<b>Ward(s)</b>	City Wide		
<b>Author:</b> Tommy Jarvis	<b>Job title:</b> Education Partnership and Programme Manager		
<b>Cabinet lead:</b> Cllr Asher Craig	<b>Executive Director lead:</b> Hugh Evans		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member			
<b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>			
<ol style="list-style-type: none"> <li>1. To seek approval from Cabinet to accept and spend a <a href="#">Department for Education (DfE) grant</a> of £1,803,840 to fund holiday activities and food programmes for school age children entitled to free school meal (FSM) for the main school holidays (not including half-terms) during the 2022/23 financial year.</li> </ol>			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. The impact of Covid-19 has highlighted the economic divide in the poorest areas, and for the poorest families in Bristol, placing further pressure on a system that was already stretched.</li> <li>2. Food poverty is an area of concern in Bristol - Food Equality Strategy for Bristol has been developed to address this.</li> <li>3. Based on October 2021 school census data there are currently 16,715 school age FSM children in Bristol.</li> <li>4. 2021/22 funding from the DfE was used to build on the healthy holidays model.</li> <li>5. The 2021/22 programme was planned and delivered in partnership with Playful Bristol, Bristol Association for Neighbourhood Daycare (BAND) with each organisation receiving an allocation of £12,000 to support the planning, communication, evaluation and monitoring of activities leading up to and over the holiday periods. Feeding Bristol and Fareshare provided support to deliver the food element of the programme. Work was carried out to develop the Your Holiday Hub (YHH) brand for Bristol. This presents an opportunity to build a long-term model and brand for Bristol's holiday club offer.</li> <li>6. In total the YHH programme delivered over 2,000 holiday activities during the Easter, Summer and Winter holidays. Over 13,000 children attended these sessions, which included over 1,400 with additional needs over the summer. Summer activities predominately included a cold packed lunch provided by FareShare, whereas the winter sessions included hot meals as standard.</li> <li>7. The continuation of the DfE HAF grant until 2025, provides an opportunity to build on this existing work. Further development will support the delivery of the Food Equality Strategy and the Belonging Strategy which represent key One City strategies.</li> <li>8. Development in 2022 will include a dedicated YHH website, a training package for community chefs, an increase in local food sourcing and production and improvements to safeguarding practices during the school holidays.</li> <li>9. Bristol City Council, like all LAs in England, are expected to begin the 2022/23 programme with face-to-face provision during Easter 2022 school holidays.</li> <li>10. It is proposed that BCC officers will continue to work in partnership with key delivery partners (to be formalised) to deliver a grants programme to scale capacity in priority areas of high deprivation working with schools, community, and voluntary sector organisations. It is anticipated that the funding split across the three holidays will be - Easter (£324,691) Summer (£974,073) Winter (£324,691). The division of amounts across the different organisations has yet to be determined.</li> <li>11. As outlined in the <a href="#">grant guidance</a>, up to 15% of the funding can be used to cover the cost of non-FSM children including children with Education Health and Care Plans (EHCP) and those with no recourse to public funds. Currently there are 2,298 children in Bristol with an EHCP. The intention is to use this 15% to increase access to holiday clubs for vulnerable children not currently entitled to FSM.</li> </ol>			



12. The grant guidance states that up to 10% of the budget can be used for administrative purposes. This £180,384 will be used to cover core delivery costs including, but not limited to management costs, grant coordination, partner contributions, marketing and communications, website development, delivery partner training and auditing. BCC management costs and a grant coordinator post will be funded through this element.

**Cabinet Member / Officer Recommendations:**

1. Authorises acceptance of the Department for Education (DfE) grant of £1,803,840 to fund holiday activities and food programmes in 2022/23;
2. Authorises the Executive Director - People in consultation with the Cabinet Member -Children Services, Education and Equalities to take all steps required to spend the funding including procuring, granting, funding and awarding contracts where necessary to implement the activities and programmes.

**Corporate Strategy alignment:**

1. Empowering and caring – this grant allocation will provide holiday provision to families in Bristol who have been disproportionately affected by the impact of Covid-19. Free holiday places will empower parents and carers by giving them the time and space to find employment or take part in training and skills development. It will help provide a caring and safe environment for children to rebuild their confidence and social skills
2. Fair and Inclusive – this programme will provide disadvantaged children and young people with access to activities and food in line with what is available to their non-disadvantaged peers. This will help to create a fairer system for our children and young people.
3. Well Connected – this grant will be used to expand existing partnership efforts to eradicate food poverty in Bristol. This One City approach will ensure Bristol can continue to build networks and relationships with partners in all sectors.
4. Wellbeing – activities will focus on improving physical and mental wellbeing of children and young people. Emphasis will be placed on providing engaging activities, nutritional information, and outdoor play to ensure children and young people learn through play.

**City Benefits:**

1. Providing enriching holiday activities will support disadvantaged children and reduce the impact of Covid on their mental health and wellbeing. This will have a positive impact in future years as this group enter adulthood.
2. By working in a One City way, we can ensure that activities are delivered in a way that improves children and young people’s understanding of the world around them, including the environment and food production.
3. Social Value will be created by working with and funding Bristol based partners where possible, mitigating some of the impact of lost revenue due to the impact of Covid-19 restrictions.
4. By working with key One City partners, we aim to access further funding and partner contributions to increase access to provision for key equalities groups that usually miss out on holiday provision, for example those with special educational needs or those from BAME communities

**Consultation Details:**

1. Strategic planning for 2022/23 delivery will take place in early 2022. Planning will be collaborative with stakeholders taking into consideration key city strategies including the Belonging Strategy and the Food Equality Strategy. The Children and Young People board, part of the One City Partnership will provide support, guidance, and challenge.

**Background Documents:**

1. Belonging Strategy
2. Food Equality Strategy (draft)

<b>Revenue Cost</b>	<b>£1,803,840</b>	<b>Source of Revenue Funding</b>	Central Government Funding
<b>Capital Cost</b>	<b>£0</b>	<b>Source of Capital Funding</b>	N/A
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input checked="" type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

1. **Finance Advice:** The Department for Education (DfE) has made funds available to every local authority in England to

coordinate free holiday club/activity provision, including healthy food and enriching activities, for children receiving benefits-related free school meals for the Easter, summer, and Christmas holidays.

The Grant allocated to Bristol City Council to deliver the holiday activities and food programme in 2022/23 is c£1.804 million.

Local authorities have flexibility about how they spend this grant and deliver this provision, to best serve the needs of the children and families in their areas, but provision should remain in line with the framework of standards set out in the grant conditions. The guidance does however, suggest that if the Authority cannot hold face-to-face holiday clubs as a result of COVID-19, the Authority may be permitted to operate flexibly to ensure that eligible children still receive the type of support needed.

Local authorities are able to use up to a maximum of 15% of their programme funding to provide free or subsidised holiday club places for children who are not in receipt of benefits-related free school meals but who are considered by the local authority to be in need of this provision.

This flexibility also allows the Authority to spend up to a maximum of 10% of its allocation on its administration costs for the local coordination of the Programme

**Finance Business Partner:** Denise Hunt, 05/01/2022

**2. Legal Advice:** The funding being received from central government will, as was the case last year, be distributed to local voluntary and community organisations by way of grants. There is nothing in the grant conditions (Annex B to the determination letter) to prevent this approach and it is implicitly encouraged in the accompanying guidance.

With £1.8m being distributed to the various organisations, it is necessary to consider the application of the subsidy control regime. Whilst the distribution of this money via grants will constitute a subsidy, the provision of these activities does not take place within a market and therefore there can be no distortion. The subsidies should though be recorded on the transparency database and assistance can be provided in relation to the registration of this information once the amounts awarded to each organisation have been granted.

**Legal Team Leader:** Husinara Jones, 7 January 2022

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

**IT Team Leader:** Gavin Arbuckle – Head of Service Improvement and Performance 06/0/2022

**4. HR Advice:** The report is seeking approval to accept a DFE Grant to fund holiday activities and food programmes in 2022/23. There are no HR issues arising from this report.

**HR Partner:** Lorna Laing, 06/01/2022

<b>EDM Sign-off</b>	Hugh Evans	05/01/2022
<b>Cabinet Member sign-off</b>	Councillor Asher Craig	17/01/2022
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	28/01/2022

<b>Appendix A – Further essential background / detail on the proposal</b> 1. Belonging Strategy 2. Food Equality Strategy (draft)	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>NO</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>



# Bristol's Belonging Strategy for Children and Young People: Vision Statement 2021 – 2024







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# Foreword

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**As a city we are committed to reducing inequality and building inclusion so that all our children and young people grow up in a city where they feel at home, where they feel they belong, and where they and their families can thrive.**

This mission is particularly urgent. We know that not all communities and age groups have been impacted equally by the pandemic. Covid has amplified the inequalities in our city, and if we are to mitigate its adverse impacts across our communities and build back better within a generation, we must put children and young people at the heart of our recovery. That means investing in them and their families.

We are therefore pleased to introduce Bristol's One City Belonging Strategy for Children and Young People. Created with partners, children, young people and their families, it sets out how we will begin that journey of recovery and what we aim to achieve.

It is critical that children and young people feel safe in their communities, that they have the support they need to achieve their potential and that their unique voice is heard, valued, and defines the future of our city.

We must build a city which celebrates and empowers those growing up in Bristol, by developing a rich offer that is co-constructed, relevant and easily accessible.

No single organisation can deliver this alone. We must work together, investing in our children and families to build a socially and economically inclusive city that works for all children. This strategy challenges us all to go further, and achieve more to ensure every child has the best start in life.



**Marvin Rees,  
Mayor of Bristol**



**Deputy Mayor with  
responsibility for  
Children's Services,  
Education and Equalities**







# Introduction

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**Bristol aspires to be a vibrant, inclusive and compassionate city. Bristol is a city full of art, cultural activity, energy and imagination. But do Bristol’s children and young people see themselves, their histories, cultures and identities reflected in their city? And, how does it feel, and what effect might it have if they don’t? What more can we all do to ensure every child feels visible in their city and has a sense of belonging?**

One City partners recognise the need to come together to improve inclusion and reduce inequality for all children in the city. This is crucial in all our roles to protect and promote the rights of Bristol children.

Partners have worked with children and young people in the city to develop this strategy and explore the notion of ‘belonging’; what it means to children and young people and how we can work together to create a positive, nurturing and affirming society that wraps around them and helps them to flourish in a city in which the benefits are shared equally by all members of the community.

The environmental and social conditions in which children are born, live and grow up will have an impact on their future. Community and social connectedness are essential to good health and wellbeing. To develop well, children and young people need to be loved, supported and cared for within a family, and by the communities around them. They need to have opportunities to learn, to play, be active and build loving relationships and to develop their personal and social skills. They need to see themselves in the world around them and feel able to express themselves.

The human need to belong and to connect, leads us to find this where we can. We need to create rich and thriving communities that recognise the differing ways that young people connect, and to support vulnerable young people within our communities. We need to be proactive in supporting all of our young people in feeling valued, seen and engaged. We need to be mindful of inadvertently excluding those who feel 'outside' of the community and who feel cut off or alienated. We need to be able to see the signs, listen to the anger, hear the silences, and respond.



The Black Lives Matter movement brings into focus the need for collective and assertive action for inclusion and social justice. Coronavirus has also exposed a deep vein of inequality and has posed huge challenges to society. As we collectively reflect and rebuild, we must be honest about the scale of these challenges. Not everyone in Bristol has an equal opportunity to thrive and resources in the city are not equitably distributed. Not all children are benefitting as they could do from the opportunities the city has to offer.

There is now an opportunity to ensure children and young people, their experiences and perspectives, are centre stage in all aspects of our recovery. This means bringing our collective resource together to be ambitious for every child, and to ensure we get it right for those who were already disadvantaged, to ensure the basic rights of a good childhood.

One City partners will be working together through the Children and Young People's One City Board to drive our work on inclusion, equality and social justice in Bristol. This partnership will challenge, require and energise the city to be ambitious, braver, and better in seeing and meeting our challenges for an inclusive city, where young people engage in a thriving civic life with a rich participatory culture.

This vision document sets out our shared intent and describes the approach we aim to embed. Our work on Belonging has been organised into four themes, and a strategy has been developed for each of these as follows:

- Belonging from the Beginning
- Belonging in Families
- Belonging in Education
- Belonging in the Community

These strategies support and will deliver on the intentions of the Bristol One City Plan, the Bristol Children's Charter and the Bristol Equalities Charter (see appendices). Within the **One City Plan 2050**, Bristol has made a commitment to delivering the UN's Agenda for Sustainable Development and achieving the targets set out in the **Sustainable Development Goals 2030**. The intention of these goals is to make sure that Bristol's economic growth is achieved in balance with social and environmental advancements. Creating an inclusive city where every child and young person can feel safe, participate and achieve their aspirations, will open up new opportunities for our children and young people and allow them to access everything the city has to offer.



# Children and Young People's Experiences and Insights

**The process for engaging young people from across the city in the development of our work on belonging was co-produced with a team of young people. The aim was to listen to what young people wanted to tell us about their experiences and their opinions on matters related to belonging and build our strategy and priorities on these perspectives.**

The team of young people (Youth Consultation Team) developed a short film and two surveys, one for children and young people and one for parents and carers of children up to the age of 5 years. These were designed to gain an insight into how children and young people and parents and carers experiencing their different environments, including school and where they live and to explore if they feel they and their young children belong, what works well and what could be improved. Findings were presented in two consultation reports:

**Belonging Strategy, Children and Young People Survey, Consultation Report, December 2020**

**Belonging Strategy, Parent and Carer Survey, Consultation Report, December 2020**

To gain a deeper insight of how children and young people as well as young parents are experiencing their different environments and to complement the surveys, seven focus groups exploring belonging further were conducted, identifying what works well and what could be improved.

Findings were presented in the **Belonging Strategy, Focus Groups with Young People, Consultation Report, December 2020.**

The engagement process was supported by Bristol City Council and Creative Youth Network. All of these reports are available here [www.bristoloncity.com/one-city-strategies/](http://www.bristoloncity.com/one-city-strategies/)

Some comments and insights from young people about the meaning of belonging are included on page 7. Full detail and survey analysis is available in the consultation reports and the belonging strategies individually respond to how young people think the city can build a better sense of belonging for all children.



# What is Belonging?

“ I feel comfortable enough to be myself, feel like having been accepted and feel like I don't have to be a certain way to be accepted. ”

“ I'd say with belonging it's like having something or like somewhere or someone where you feel safe - where you can be yourself without having to worry about rejection or denial. ”

“ It means feeling a sense of safety and value within a group. ”

“ I think for me belonging is just having a place where you don't have to change yourself or hide something about yourself to feel accepted or anything. Or you can just be a very genuine version of yourself and still feel that you're loved and you've still got a place in that space. ”

“ It's hard feeling like I belong somewhere after moving to 3 different secondary schools since year 7. ”

“ I feel there is a lack of role models of colour. ”

“ Belonging as a parent to me means being able to be the parent that I need to be and want to be as well and having the support to do so. ”

“ Well my school makes me feel like I am in a safe space and I always feel welcome when I enter the building . Whenever there is a problem I can always talk to the support team at my school. ”





## Belonging Strategy Vision

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- For our children and young people to have the best possible start in life, gaining the support and skills they need to prosper in adulthood
- For our children and young people to be welcomed into a city with a culture of nurture and care, with opportunities to grow with support from their community
- For our children and young people to have their needs recognised at the earliest point in a system that collaborates to help them thrive
- For our children and young people to have a home which sustains, nourishes and protects them in safe and healthy families
- For our children and young people to have a confident sense of self and identity in a cohesive and diverse city
- For our children and young people to access education that is inclusive and values diversity, where they learn from each other and benefit from an understanding of their different experiences
- For our children and young people to own the whole city and experience and benefit from all that Bristol offers.



# Our Approach

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**Our focus on belonging is underpinned by the recognition that positive relationships are crucial to ensuring that every child, young person and parent feels themselves to be an integral, valued and visible part of the city.**

This strategy supports our city-wide commitment to develop and implement a system-wide, **trauma-informed approach**. Becoming trauma-informed requires a fundamental change in the way services are delivered, prioritising the **relationships** between staff and service users, and within and between organisations. We recognise the potential impact of adversity and trauma at an individual, family, community, organisational and partnership level and will reflect this in policies, procedures and practice. The work delivered through the Belonging Strategy will seek to embed our shared 'Principles for **Trauma Informed Practice**'. Read more about these principles [here](#).

A trauma informed approach is aligned with our ongoing commitment to ensuring that we **Think Family**; that we ensure we consider the needs of children and adults in all our work.

We will also continue to focus on identifying risk and vulnerability at **the earliest opportunity**. Children's needs are usually best met by supporting their parents, and preventative and early help responses are critical to avoid issues from escalating. We will focus on **families' strengths** and seek to develop the family's capacity to look after their own needs; we will work to enable parents and carers to access universal and community services wherever possible, and appropriate.

This approach requires us to **listen**, understand and **work together** with children, young people and their families. Understanding and responding to individual's **views and experiences** is essential to this way of working.

We will continue to improve our **partnership** working. We will further develop joined up systems so that there is **no 'wrong door'** to services, but we will also endeavour to build **social capital** by ensuring our systems and interactions are based on shared values, understanding, and trust.

## Principles for Trauma Informed Practice

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Safety

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Choice & Clarity

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Collaboration

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Trustworthiness

---

Empowerment

---

Inclusivity

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# Governance

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**The One City Children and Young People’s Partnership Board will oversee the delivery of this strategy and will hold partners to account in delivering the agreed priorities. The Board ensures inclusivity and diversity is at the core of all its work so that all children and young people in the city have a sense of belonging that empowers and enables them to thrive.**

Where possible, we will make use of existing partnerships and governance arrangements to develop workplans that deliver priorities and actions outlined in the strategy.

This strategy has been informed by the local **Joint Strategic Needs Assessment (JSNA)**. The JSNA is an on-going assessment of health and wellbeing needs across the area. It provides an up-to-date evidence base for understanding our population, and how we are improving outcomes and reducing inequalities and will be used in the development and monitoring of workplans.

Progress against priorities and outcomes for children will be evaluated on an annual basis and will inform an annual review of the strategy for its lifetime. This will also enable partners to continue to hold each other to account for delivering improved outcomes for our children and young people.

# Appendices

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1. Bristol Childrens Charter
2. Bristol Equalities Charter

3. Bristol, North Somerset and South Gloucestershire Principles for Trauma Informed Practice

4. Belonging Strategy Consultation reports



I want a city with no  
judgemental people,

I want a city that supports you  
through life,

I want a city that is friendly and kind,

I want a city that boosts my  
confidence by appreciating me for me,

I want a city that isn't racist,

A city that is basic,

I want a city where you can dream big  
and follow your imagination,

I want to be a nurse,

I want to do operations,

I want to train in Bristol,

The city where I grew up,

I want a city that accepts other  
people's nationalities, culture,

Our city needs to be diverse,

I want a city that has enough courage  
to follow it's dreams and never  
give up!

Rajwa Ali, 11 years





# A One City Food Equality Strategy for Bristol 2022 – 2032

**BRISTOL  
ONE CITY**





**Food equality** exists when all people, at all times, have access to nutritious, affordable and appropriate food according to their social, cultural and dietary needs. They are equipped with the resources, skills and knowledge to use and benefit from food, which is sourced from a resilient, fair and environmentally sustainable food system.



## Acknowledgements

Bristol City Council and Feeding Bristol have worked in partnership to oversee the development of the Food Equality Strategy 2022 – 32. We are grateful to the following stakeholders who have helped to shape this document.

91 Ways to Build a Global City

Age UK Bristol

Avonmouth Community Centre

Avon Wildlife Trust – Grow Wilder

Black South West Network

Borderlands

Baraka Café

Bristol Ageing Better

Bristol Citizen's advice

Bristol City Council – City Councillors; Communities and Public Health Division; Children's Services; Families in Focus; Welfare Rights and Money Advice Support Service (WRAMAS); Procurement; Sustainable City; City Libraries.

Bristol Disability Equality Forum

Bristol Food Network

Bristol Food Policy Council

Bristol Food Producers

Bristol Food Union

Bristol Green Capital

Bristol Homeless Forum

Bristol Horn Youth Concern

Bristol Local Food Fund

Bristol One City Health and Wellbeing Board

Bristol Outreach Services for the Homeless (BOSH)

Bristol Refugee Rights

Bristol Sport Foundation

Bristol Youth and Community Action

BS3 Community

Caring in Bristol

CHAS Bristol

City Funds

Clifton Diocese

Counterslip Cares Food Bank

Eastside Community Trust

Family Action FOOD Clubs

FareShare South West

Heart of BS13

Henbury and Brentry Community Council

High Sheriff of Bristol

Incredible Edible Bristol

inHope

Inns Court Community and Family Centre

Julian Trust

Knowle West Alliance

Lawrence Weston Community Farm

Learning Partnership West

Malcolm X Centre

National Food Service Bristol

North Bristol Foodbank

Playful Bristol

Power to Change

Quartet

Refugee Women of Bristol

Sims Hill Shared Harvest

Roots Independent Street Team

South Bristol advice service

South & East Bristol Foodbank

Southmead Development Trust

Square Food Foundation

St Nicholas of Tolentino Catholic Church

St Werburgh's City Farm

St Werburgh's Community Centre

Super Supper Club

The Children's Kitchen

The Community Farm

The Matthew Tree Project

The MAZI Project

Trinity Centre

University of Bristol

University of the West of England

Urban Agriculture Consortium (UK)

Voscur

WECIL

Wellspring Settlement

Windmill Hill City Farm



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## Foreword

Food is essential to all our lives. Not only does it fuel and sustain us, it also plays a crucial role in the fabric of our city. It brings people together, is an expression of culture, binds communities and drives a thriving and vibrant economy. In this way, food plays a central role in the health and well-being of us as individuals and for our communities; and when we are not able to benefit from food in this way, food can become a significant cause and driver of inequality.

It is unacceptable that anyone in Bristol should face uncertainty about being able to access adequate food. We know that one in every 20 households in Bristol face this stress regularly. This is just the tip of the iceberg, and the inequalities in our food system run much deeper. For example, the way in which our food is produced places a huge burden on the environment; significant numbers of people in the city are not able to access fresh and nutritious food, which leaves them at risk of ill health; and when food economies function poorly, people miss out of the significant economic and social value this can bring to themselves and communities.

On top of this, the economic and social impacts of COVID-19 have worsened these issues and left more people struggling to afford or access a nutritious diet. Nationally, the pandemic has caused a sharp rise in the number of people seeking emergency food support, and I want to acknowledge the strong network of voluntary, community and grassroots organisations in Bristol that have done an incredible job meeting this



need, in partnership with the council and many other organisations across the city. This has highlighted the need for us as a city to take urgent action not only to ensure support is available to people when they need it, but also to take a committed and dedicated view to preventing these issues from arising in the first place.

Bristol has made a sustained commitment to improving its food system, and this strategy builds on a number of years of work to make the food system fairer and more sustainable for all. The achievements of this were recognised in Bristol becoming only the second city in the UK to receive 'gold sustainable food city' status in May 2021. This strategy builds on this strong baseline

of work, and presents our ambitious plan to strive for food equality for all residents in the city of Bristol within ten years. In it, we present the city's vision of food equality, highlighting the areas we need to address to be able to achieve this aim. This strategy will form the framework for a pragmatic *Food Equality Action Plan*, to be developed in 2022, which will lay out the actions we need to take to achieve each point raised in this strategy. To be able to achieve these aims, food equality needs to be considered as a key priority throughout the wider work of the city, and this strategy has been developed in collaboration with system partners through the One City Approach.

Our ultimate aim is to make Bristol a leading city on issues of food equality, and to become a pioneering city that is leading the fight for food justice. By significantly improving food equality for the people within our own city, we will be able to make positive influence both nationally and internationally on issues that will ultimately make our food system fairer and more equitable for all.

**Councillor Asher Craig** Deputy Mayor and Cabinet Member for Children, Education and Equalities, and Food Champion.





## Executive summary: A vision for food equality in Bristol



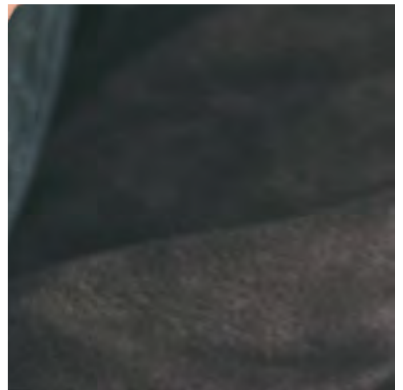
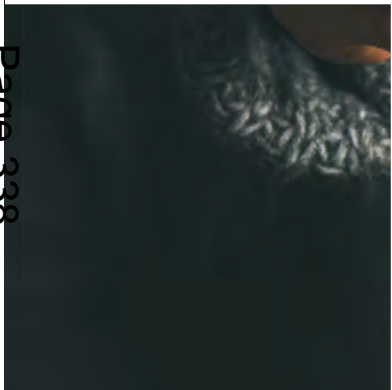
“

**Food equality** exists when all people, at all times, have access to nutritious, affordable and appropriate food according to their social, cultural and dietary needs. They are equipped with the resources, skills and knowledge to use and benefit from food, which is sourced from a resilient, fair and environmentally sustainable food system.

Our vision for Food Equality – Bristol Food Equality Stakeholder Group, 2021



”





The *Food Equality Strategy 2022 – 32* is designed to recognise and tackle the issues of rising food inequality in Bristol. Developed out of Bristol’s Going for Gold ‘Sustainable Food City’ campaign,<sup>1</sup> the strategy builds on work and research that has been carried out over the last two decades. The strategy and a subsequent Food Equality Action Plan will work alongside other initiatives in the city that seek to tackle poverty and inequality. It will form part of the *One City Bristol Good Food 2030 Action Plan*, which will be focused on creating a fairer, more resilient, and sustainable local food system, benefiting people and the planet.

The need for this new strategy has become even clearer because of the COVID-19 pandemic, which shone a spotlight on the significant inequality that exists in how people access nutritious, affordable, and sustainably

sourced produce, both nationally and locally. Coupled with the impact of Brexit and climate change on our national food system and economy, these inequalities will not only continue to exist, but will intensify if we do not act now to ensure an equitable local food system is established. It is the most disadvantaged who will feel the impacts first and most severely when faced with food shortages, price increases, and the breakdown of supply chains.

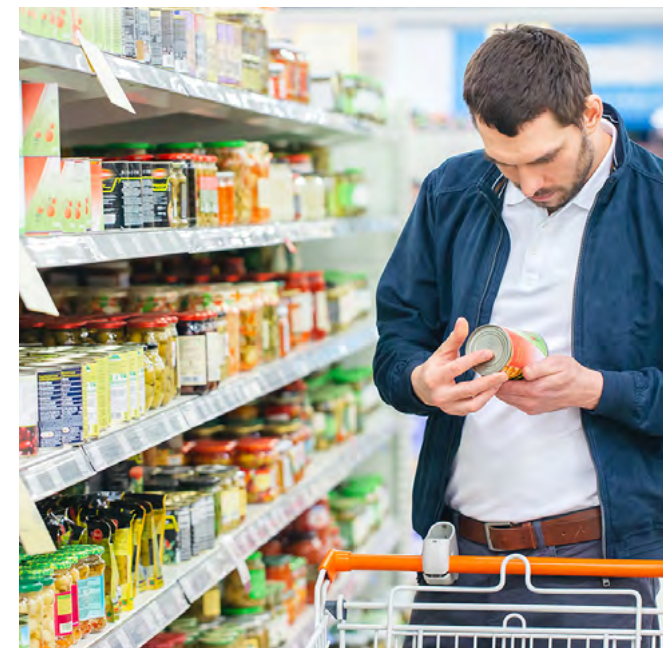
It was imperative that this strategy was created through a collaboration of key stakeholders throughout the city, including representatives of organisations working both directly and indirectly in all aspects of the food sector, as well as members of the wider community.

Over a period of nine months, we facilitated three stakeholder group meetings and surveys (involving more than 100 individuals representing over 60 organisations)

and eight community conversations (involving 38 people) to test and develop the vision for food equality.

Stakeholder group meetings involved discussions on what food inequality looks and feels like, and what the barriers to food equality are. Participants also discussed what the administration and accountability of food equality should be, and how this could be made more inclusive, ensuring the success of the strategy. The community conversations were targeted at five wards that ranked highest on the 2019 index of multiple deprivation and three community groups at high-risk of food inequality (disabled people, people experiencing homelessness, and asylum seekers and refugees) to provide valuable insights and views from those with lived experience of food inequality.

<sup>1</sup> For more information, please see ‘Bristol Named Gold Sustainable Food City’: [www.goingforgoldbristol.co.uk](http://www.goingforgoldbristol.co.uk)



The results of these meetings, conversations and background research led to the formation of a vision for food equality in Bristol. This vision was distilled into five priority themes that will be the foundation for positive change, providing the building blocks for this strategy:

**Fair, equitable access** Fair access to nutritious and appropriate food.

**Choice and security**, empowerment, and a feeling of food security.

**Skills and resources** Equipped with the necessary knowledge, skills and facilities in relation to food.

**Sustainable local food system** A resilient and environmentally sustainable local food system.

**Food at the heart of decision-making** Food at the heart of community, economy, and city planning.

The next step in the development of the strategy is to shape a *Food Equality Action Plan* (scheduled for early 2022) based on the priority themes above.

This will set out a path for positive change, with clear and accountable actions for achieving the vision of food equality in the city. As part of the stakeholder consultation and community conversations we have begun to develop action plan priorities which will continue to be worked on by a broader group including stakeholders, people from identified communities of interest, and those with lived experience of food inequality.

It is important that the aims of the strategy and action plan are monitored and evaluated. This will use a mixture of qualitative and quantitative measures, some of which already exist and others which will need to be developed.

Appropriate administrative and accountability structures will need to be established and the need for a representative steering group has also been identified. Community-based Food Equality Champions, with lived experience of food inequality, and wider stakeholder group meetings will also be crucial to oversee the delivery and engagement of the strategy and action plan.

The success of this work relies on the *One City* approach, where partners from across the city, including Bristol City Council, take ownership on delivery, development and evaluation of the work needed to make a positive impact to the lives of people who live and work in Bristol. By taking a collaborative and co-produced approach we can significantly increase the chances of success of the strategy.





## Definitions: why ‘food equality’?

The Food Equality Strategy 2022 – 32 addresses inequalities faced across our local food system, including, but not limited to, food insecurity. To reflect the broad focus of this work we have chosen to use the term ‘food equality’.

As there is no official definition of food equality, a definition has been developed and co-produced through the stakeholder consultations in development of this strategy. This definition has become our vision for food equality for Bristol.

Page 34 It is important to recognise that this definition is closely related to definitions of ‘food security’, ‘food justice’ and ‘food equity’, and incorporates the key elements of these terms. It is also important to highlight that these terms often have multiple definitions.



Important and related terms	Definition
Equity	Equity recognizes that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome. (The George Washington University, 2020)
Food Insecurity (also referred to as ‘household food insecurity’ and ‘food poverty’)	...being unable to consume an adequate quality or sufficient quantity of food for health, in socially acceptable ways, or the uncertainty that one will be able to do so. (Dowler et al., 2001)
Food Security	Food security exists when all people, at all times, have physical and economic access to sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life. (Food and Agricultural Organisation, 1996)
Food Justice	Food justice is where everyone has access to nutritious, affordable and culturally appropriate food, which is grown, produced, sold and consumed in ways that care for people and the environment. (Feeding Bristol, 2021)
Food Equity	Food equity is the expansive concept that all people have the ability and opportunity to grow and to consume healthful, affordable, and culturally significant foods. (University of Buffalo, accessed 2021)
Food Sovereignty	Food sovereignty is the right of each nation to maintain and develop its own capacity to produce its basic foods respecting cultural and productive diversity. We have the right to produce our own food in our own territory. Food sovereignty is a precondition to genuine food security. (Via Campesina, 1996)
“Good Food” (as developed by the Bristol Good Food Charter)	Good food is defined as being vital to the quality of people’s lives in Bristol. As well as being tasty, healthy and affordable, the food we eat should be good for nature, good for workers, good for businesses and good for animal welfare. (Bristol Good Food Charter, 2012)

## Guiding principles

This strategy has been developed using the following underlying principles:

- **Equity is the key consideration at all stages**

The inequalities present in our food system and health outcomes are the primary focus of this strategy. To address these inequalities, we need to ensure inclusion of all members of society, and an appropriate focus on those most at risk of social and economic inequality. We strive for **equity**, by which we mean creating a fair and just system which appropriately prioritises the communities and individuals most in need. This focus on equity is what will enable us to drive towards equality across the city.

**Take a preventative approach** Food inequality should not exist in a just society, and it is not enough to only address the problems of food inequality once they are already established. We need to stop these inequalities developing in the first place. This means taking time to identify all the driving causes of the problem and taking action to prevent them.

- **Take a systems view** The causes of food inequality are part of a complex system of interdependent factors, as are the solutions. We must recognise the complexity of food inequality and create this strategy with a view of how it will fit into, and interact with, this complex system.

- **Take a place-based approach** This empowers communities and incorporates grass root solutions. Building on the activities and assets already in use in localities, instead of attempting to build solutions from scratch. This also needs to consider the specific needs of at-risk groups. By empowering change at a local level, it can influence positive changes across the city.
- **Take an inclusive and transparent approach** Diverse community participation from across the city is fundamental in the development, implementation, and administration of the strategy. This is also key to making it meaningful to the people of Bristol and therefore more successful in achieving food equality.
- **A reflective and flexible approach** This actively seeks feedback and adapts accordingly. Feedback from individuals, communities and stakeholders will be continually sought and fed back into this work, which will help build a sustainable working relationship that can then exist beyond the limits of this strategy.
- **Link the strategy to a pragmatic action plan** This will ensure the goals set out in this strategy are realistic and achievable.





## Introduction

Essential to our survival, food is fundamental to all our lives. Intimately connected to expressions of cultural and social identity, what we eat and how we eat are major determinants of our health and well-being.<sup>2</sup> But more than this, the entire food system – from production to consumption – has a social, economic, and environmental impact on our society, our communities, and our lands.

The right to adequate food is a basic human right.<sup>3</sup> Bristol has had significant success over the past years in bringing together partners from across the city to improve all aspects of the food system. This achievement was recognised in Bristol becoming the second city in the UK to receive 'gold sustainable food city' status in May 2021.<sup>4</sup> Yet despite this, we are seeing increasing levels of food inequality across the city.

An estimated 1 in every 20 households experienced severe to moderate food insecurity in 2019/20 (JSNA, 2021) – a statistic that is likely to have increased due to the impact of the COVID-19 pandemic. This figure rises to 1 in every 8 households in certain parts of Bristol, and the stark reality is that people experiencing this form of food inequality are disproportionately from the most deprived areas of the city, or from key at-risk groups. This both reflects and contributes to a much broader range of inequalities experienced by these disadvantaged groups. The most striking example of this is seen in the gap in healthy life expectancy (the number years lived in good health) between the least and most deprived areas of the city which is approximately 16 years.<sup>5</sup> But it is also seen in inequalities

in the infrastructure, and access to services and provisions experienced by different people across the city.

This food inequality must be addressed.

## The Food Equality Strategy

The aim of the *Food Equality Strategy* is **to strive for food equality for all residents in the city of Bristol** within ten years. Recognising the importance of this issue within our city, this aim is deliberately aspirational and aligns with the targets set out in the *One City Plan*.<sup>6</sup>

Presenting a shared vision for food equality in Bristol, this strategy document explores what drives food inequality nationally and locally and outlines a series of priorities for how the city can work together to achieve food equality.

Drawing on data from previous city-wide work alongside a recent *Food Inequality Needs Assessment for Bristol*,<sup>7</sup> this strategy is co-produced and informed by stakeholder consultations, as well as community conversations with people who have lived experience of food inequality in Bristol.<sup>8</sup> (Full details on the stakeholder consultation and community consultation can be provided on request).

Importantly, this strategy sits alongside a separate Food Equality Action Plan that will be developed based on this strategic vision. This action plan will be co-produced by stakeholders across the city and overseen by a representative steering group. It will contain specific actions and commitments from the council and partner organisations on how we will be able to achieve the vision set out in this strategy.

## The benefits to the city from achieving food equality

The purpose of this strategy is to provide the following benefits to our city:

- A more equitable city for all.
- Reduce hunger and food insecurity for residents, recognising and supporting the 'right to adequate food'.
- Reduce health inequalities across the city.
- Reduce the anxiety and other mental health effects caused by food insecurity.
- Reduce the impacts on the NHS and social care system through these improved health outcomes.
- Contribute to city-wide efforts to reduce poverty in Bristol.
- Help develop a thriving and resilient local food economy.
- Build and strengthen connections and communities through food.
- Have a positive impact on our local environment and contribute to the city's commitment to becoming a carbon-neutral and climate resilient city by 2030.
- Help achieve key aims and goals the city has already committed to under the *One City Plan*, the *Bristol City Council Corporate Strategy*, the *United Nations Sustainable Development Goals*, *The Local Authority Declaration on Healthy Weight*, and more.

<sup>2</sup> Dimpleby et al, 2020. National food strategy; part one. Available at [www.nationalfoodstrategy.org](http://www.nationalfoodstrategy.org)

<sup>3</sup> [www.ohchr.org](http://www.ohchr.org)

<sup>4</sup> 'Bristol Named Gold Sustainable Food City': [www.goingforgoldbristol.co.uk](http://www.goingforgoldbristol.co.uk)

<sup>5</sup> Bristol City Council JSNA Health and Wellbeing Profile 2020/21: Healthy Life expectancy

<sup>6</sup> 'One City Plan 2021: A Plan for Bristol to 2050': [www.bristolonecity.com](http://www.bristolonecity.com)

<sup>7</sup> Publication Pending – available on request from Bristol City Council Communities and Public Health team.

<sup>8</sup> Publication Pending – available on request from Feeding Bristol team.

## Background work in Bristol

The strategy builds on extensive work that has sought to make Bristol a more just and sustainable food city for those who live and work here. Over the past ten years, this has included:

- The 2011 report *Who Feeds Bristol*, which explains the food system serving the Bristol area.
  - The 2013 *Good Food Plan 2020*, which sought to promote food system change across the city.
  - The 2013 review *Food Poverty: what does the evidence tell us?*, which draws together national and local data on food insecurity.
- In 2016, a collective city-wide campaign won Bristol 'silver' status as a Sustainable Food City.
- In 2018, Bristol City Council passed the *Good Food and Catering Procurement Policy*.
- The 2019 report *Bristol food provision and services*, which reviewed available food support in the 10 most deprived wards in Bristol.
  - In 2021 the *Advertising and Sponsorship Policy* for Bristol City Council now includes restrictions for food and drinks high in fat, sugar and salt.<sup>9</sup>
  - The 2020 city-wide COVID-19 crisis food response. Including reports: *Bristol's COVID-19 Community Food Response* and *COVID-19: Local coordination* delivered emergency food, but food plans must address food insecurity.

This work contributed to Bristol's successful city-wide 'Going for Gold' bid<sup>10</sup> to become only the second place in the UK to achieve the Sustainable Food Places Gold award in May 2021. The 2-year initiative was coordinated by the Going for Gold Steering Group and includes food equality as one of six key themes. This new strategy is a legacy of the *Going for Gold* campaign and is also an integral part of the *One City Bristol Good Food 2030 Action Plan*, which is currently in development.

Importantly, Bristol's *Going for Gold* campaign could not have been successful without the strong network of Voluntary, Community, Social Enterprise (VCSE), grassroots and statutory sector organisations providing essential and innovative support and access for residents across the city. This network has also been crucial to the COVID-19 pandemic food response over 2020 – 21, as well as to the development of this strategy.

## Food inequality: causes, impacts, and the national picture

Many of the causes and drivers of food inequality relate to broader social and economic inequality, and in particular poverty and economic disadvantage.<sup>11</sup> A stark example of the interactions between poverty and food inequality is seen in the Department for Work and Pensions (DWP) *Family Resources Survey*, which reported on food insecurity figures in the UK between 2019 – 20, finding that 43 per cent of households who receive Universal Credit experience high or very high levels of food insecurity.<sup>12</sup>

Poverty is a complex issue and with many causes. The impact of living in poverty extends far beyond food inequality, but the two issues are inherently interlinked. For example, people living in poverty may have less resource, capacity and access to facilities and infrastructure which allow them to cook nutritious food from scratch. Many individuals and families may also have to face dilemmas between paying bills or cutting back on food (the so-called 'heat or eat' trade-off).

However, the causes of food inequality are not as simple as just poverty alone. It is a complex issue that is deeply engrained in the economic, social, cultural and environmental structures of our city, and wider society. The following figures highlight key factors driving food inequality, and the far-reaching impact that food inequality can have on individuals and communities.



<sup>9</sup> Full policy available at [democracy.bristol.gov.uk](https://democracy.bristol.gov.uk)

<sup>10</sup> [www.goingforgoldbristol.co.uk](https://www.goingforgoldbristol.co.uk)

<sup>11</sup> House of Lords Select Committee on Food, Poverty, Health and the Environment. *Hungry for change: fixing the failures in food*. Report of Session 2019-20

<sup>12</sup> Department of work and Pensions (2021), *Family Resources Survey*, financial year 2019 to 2020. Published online 25/03/21, available at [www.gov.uk](https://www.gov.uk)

**Figure 1:** Summary of the causes and drivers of food inequality. Sources: The 2013 *Food Poverty* report<sup>13</sup> and the 2021 *Food Inequality Needs Assessment for Bristol*<sup>14</sup>

**Causes and drivers of food inequality**

Economic	Social	Environmental
<ul style="list-style-type: none"> <li>• Low income, unemployment, and financial hardship.</li> <li>• Poor social welfare provision.</li> <li>• Increased proportion of household income spent on food.</li> <li>• Over-reliance on supermarkets and a lack of investment in local food economies.</li> <li>• Many economic causes exacerbated by COVID-19 pandemic.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of access to culturally appropriate food.</li> <li>• Lack of access to equipment and/or fuel for cooking.</li> <li>• Lack of knowledge or skills required to prepare healthy meals.</li> <li>• Lack of access to emergency food support, due to lack of awareness, inability to achieve a referral, poor availability, or social stigma.</li> <li>• Poor regulation of food industry, which incentivises cheaper processed and calorie-dense options.</li> <li>• Marketing of unhealthy foods.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced availability of growing spaces and allotments.</li> <li>• Food system reliant on industrial-scale farms, importing and transporting food.</li> <li>• Local food supply chains under-utilised.</li> <li>• A lack of locally available affordable and healthy food is associated with poor diet quality.</li> </ul>



<sup>13</sup> Maslen, C., Raffle, A., Marriot, S., Smith N. (2013) *Food Poverty. What does the Evidence tell us?* Bristol City Council.

<sup>14</sup> Publication Pending – available on request from Bristol City Council Communities and Public Health team.



**Figure 2:** Summary of the impacts of food inequality. Sources: The 2013 *Food Poverty* report<sup>15</sup> and the 2021 *Health Needs Assessment of Food Equality in Bristol*.<sup>16</sup>

**Impacts of food inequality**

Economic	Social	Environmental	Health
<ul style="list-style-type: none"> <li>• Fewer employment opportunities in local food economy.</li> <li>• Fewer people working and participating in the economy.</li> <li>• The social, environmental and health effects of food inequality place a significant financial strain on the state, particularly the NHS.</li> </ul>	<ul style="list-style-type: none"> <li>• Causes a range of behavioural, academic and emotional issues in children, and can compromise their educational attainment.</li> <li>• Poor quality diets are associated with anti-social behaviour and violence in adults.</li> <li>• Disconnection of people from their local food systems (e.g., food growing)</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of food growing spaces prevents people from growing their own, fresh food.</li> <li>• Carbon emissions result from reliance on non-local and international food supply chains, contributing to climate change.</li> <li>• Food is sourced from industrial-scale agriculture, which negatively affects local ecosystems and biodiversity.</li> </ul>	<ul style="list-style-type: none"> <li>• Food insecurity is strongly associated with poor diet quality and obesity.</li> <li>• Food insecurity has been linked to poor mental health.</li> <li>• Poor diet quality is associated with cardiovascular disease, stroke, Type 2 diabetes, and some cancers.</li> <li>• In children, poor diet quality increases the risks of stunting, iodine deficiency and iron deficiency anaemia.</li> </ul>

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The poorest individuals and communities are disproportionately impacted. As such, food inequality is a key driver of health inequalities.

<sup>15</sup> Maslen, C, Raffle, A, Marriot, S., Smith N. (2013) *Food Poverty. What does the Evidence tell us?* Bristol City Council.

<sup>16</sup> Publication Pending – available on request from Bristol City Council Communities and Public Health team.

## The national picture of food inequality

According to the DWP's *Family Resources Survey* (2021), approximately 14 per cent of households in the UK (equivalent to 9.5 million people) experienced some level of food insecurity during 2019 – 2020 (with 6 per cent experiencing marginal, 4 per cent low, and 4 per cent experiencing very low food security).<sup>17</sup> The distribution of food insecurity across

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the country was unequal, with the North West and North East having the highest rates. Food insecurity in the South West was reported lower than the national average, with an estimated 5 per cent of households having marginal, 2 per cent having low and 4 per cent very low food security. However, it is important to note that the data from this survey is not available beyond a regional level, and comparison of our local food insecurity in Bristol to this national average is difficult due to different methods and the lack of consistent recording and reporting of this data. It is also difficult to interpret regional data, where the averages may mask significant variations and inequalities.

<sup>17</sup> Department of work and Pensions (2021), *Family Resources Survey*, financial year 2019 to 2020. Published online 25/03/21, available at [www.gov.uk/government/collections/](http://www.gov.uk/government/collections/)

## Impact of the COVID-19 pandemic

The COVID-19 pandemic has made the issue of food inequality, in particular food insecurity, more pressing than ever.

At a national level, it has both exposed and exacerbated some of the long-standing problems of food insecurity which exist in our society. It has also driven a rise in the visibility and discussion of this issue on the national stage, for example in the significant publicity around the campaign spearheaded by the footballer Marcus Rashford around Free School Meals and the problem of food access for children and families.

One of the most visible impacts of the pandemic was that as more households have faced financial pressure from unemployment, under-employment or furlough, there has been an unprecedented rise in households seeking emergency food support. The Trussell Trust (who manage more than half of all food banks in the UK) have reported that between 2019/20 and 2020/21 there has been a 33 per cent increase in food parcels distributed in just one year.<sup>18</sup> And around half of those using food banks were doing so for the first time as a result of unemployment and financial insecurity caused by the pandemic.<sup>19</sup>

Reviewing food insecurity levels during this time, the Food Foundation found that rates of food insecurity have been consistently higher than pre-COVID-19 levels, with those on Universal Credit (UC) especially at-risk. According to their surveys, people who were already claiming UC experienced three times greater levels of food insecurity in the first 6 months of lockdown than the average before the pandemic, despite the £20 uplift to UC.<sup>20</sup>

Importantly, the COVID-19 pandemic has also revealed cracks in our wider food system. It has exposed our over-reliance on supermarkets and long-supply chains, highlighting the severe impact disruption to this model has on food economies at a local and national level; an issue that will be put at further risk of exposure with the impact of Brexit and the indirect impacts of climate change. This does present an opportunity to build a stronger local food system as part of the COVID-19 recovery; one that can both tackle the issues of food inequality and wider issues for workers in the food industry by providing higher rates of job security, pay and financial resilience.



<sup>18</sup> The Trussell Trust. End of Year Stats 2021. Available at [www.trusselltrust.org](http://www.trusselltrust.org)

<sup>19</sup> The Trussell Trust. Local Lifelines: investing in local welfare during and beyond COVID-19. Salisbury: The Trussell Trust. 2020.

<sup>20</sup> The Food Foundation. A Crisis within a Crisis: The Impact of COVID-19 on Household Food Security. London: The Food Foundation. 2021



## Food inequality in Bristol

Data from multiple sources has been collected to build a picture of the current state of food equality in Bristol. Full details can be found in the Food Inequality Needs Assessment for Bristol.<sup>21</sup> Headline findings are presented below, each of which must be addressed to achieve the vision for food equality in Bristol.

### Food equality shows significant disparity across the city

The effects of food inequality are disproportionality felt within the most deprived areas of the city. While 1 in 20 households (4.2 per cent) across Bristol experienced severe to moderate food insecurity in 2019/20, this rate increased to 1 in every 8 households (12.2 per cent) in the most deprived wards of the city (JSNA, 2021).<sup>22</sup> This inequality mirrors a number of other indicators of food insecurity. For example, up to half of children in some wards of the city are eligible for free school meals, compared to a city-wide average of 1 in every four children.<sup>23</sup> This also relates to the large inequalities in healthy life expectancy (the number of years lived in good health) seen across the city: in 2020, men in the least deprived 10 per cent of the city can expect to live 16.3 years longer in good health than those in the most deprived 10 per cent. Similarly, women in the least deprived areas live an average 16.7 years longer in good health.<sup>24</sup>

Availability of resources across the city is of particular concern. Access to fresh and nutritious food varies considerably between areas, and a report in 2018 found that residents living in some more deprived areas of the

city had easier access to takeaways than shops selling fresh and nutritious produce.<sup>25</sup>

Unsurprisingly, emergency food support use is higher among those living in more deprived areas of the city, and people living in the most deprived 10 per cent are three times more likely (8.4 per cent) to access food support compared to those in the least deprived areas of the city (0.3 per cent).<sup>26</sup> Significantly, because this data was collected prior to the COVID-19 pandemic, these rates are expected to have increased.

<sup>21</sup> Food Inequality Needs Assessment for Bristol 2021. Publication Pending – available on request from Bristol City Council Communities and Public Health team

<sup>22</sup> Bristol City Council JSNA health and wellbeing profile 2020/21: food poverty/insecurity.

<sup>23</sup> Free School Meal data provided by Bristol City Council, based on 2021 data.

<sup>24</sup> Bristol City Council JSNA Health and Wellbeing Profile 2020/21: Healthy Life expectancy.

<sup>25</sup> Carey et al, 2018, Bristol Food Provision and Services; informing the work of the Feeding Bristol charity, a short summary.

<sup>26</sup> Bristol City Council JSNA health and wellbeing profile 2020/21: food poverty/insecurity.



## Certain at-risk groups experience higher rates of food inequality

Certain groups are more at risk of experiencing food inequality. For example, according to the *Bristol Quality of Life Survey (2020/21)*, disabled people, full-time carers, single parent households, and those renting from either the council or a housing association were more likely to experience food insecurity.<sup>27</sup>

### Key figures from the *Quality of Life Survey* (reporting on 2020/21 figures):

- Almost 1 in 7 disabled people (14.8 per cent) reported moderate to severe food insecurity in the past 12 months, more than three times higher than the Bristol average (4.2 per cent).
- Residents in council housing were 25 times more likely (11.5 per cent) to have used emergency food support than those who owned their own homes (0.46 per cent).
- 13.4 per cent of single parent households reported that they had experienced moderate to severe food insecurity in the last 12 months, compared to only 1.6 per cent of two parent households.

These findings are supported by the recent food insecurity figures published by the Department for Work and Pensions (DWP) through their *Family Resources Survey* and other studies into food insecurity and food bank use.<sup>28</sup>

Further to this, through engagement with stakeholders and community conversations (detailed later in the strategy) other key at-risk groups were highlighted, including those with No Recourse to Public Funds,<sup>29</sup> people experiencing homelessness, and older residents. Notably, all these groups are likely to be under-represented in *Quality of Life* survey respondents.

## Diet varies across the city

Diet quality (currently only measured as fruit and vegetable intake) was not only shown to be lower for those in more deprived areas, but also for people living in rented accommodation, for people aged 16 – 25, for those with no further educational qualifications, and those who identified as Black/Black British.<sup>30</sup>

## Food inequality is associated with health inequalities in our city

It is difficult to estimate the true impact of food inequality on health outcomes in Bristol. But there are several ways in which food inequality could worsen the health inequalities seen across the city. For example, a healthy diet often costs more than less healthy options,<sup>31</sup> and one of the most direct impacts of food inequality can be lack of access to fresh nutritious food and poor diet quality. This can contribute to excess weight. There are more adults living with excess weight in the more deprived areas of the city: 17.1 per cent of adults in the most deprived areas of the city are classified as obese, compared to only 9.1 per cent in the least deprived areas.<sup>32</sup> A similar pattern is seen in children, with 28 per cent of reception-aged children in the most deprived areas having excess weight compared with 17 per cent in the least deprived areas.<sup>33</sup>



<sup>27</sup> Bristol City Council JSNA health and well-being profile 2020/21: food poverty/insecurity. Available at [www.bristol.gov.uk](http://www.bristol.gov.uk)

<sup>28</sup> Loopstra and Lalor, 2017; Prayogo et al., (2017); MacLeod et al., (2018); Garratt (2017).

<sup>29</sup> This refers to migrants who have no entitlement to the majority of welfare benefits.

<sup>30</sup> Bristol City Council JSNA health and well-being profile 2020/21: food poverty/insecurity. Available at [www.bristol.gov.uk/documents](http://www.bristol.gov.uk/documents)

<sup>31</sup> [www.foodfoundation.org.uk](http://www.foodfoundation.org.uk)

<sup>32</sup> Bristol City Council JSNA health and well-being profile 2020/21: food poverty/insecurity.

<sup>33</sup> Bristol City Council JSNA health and Well-being profile 2020/21: Health weight (children).



## Priority themes for food equality in Bristol

This strategy aims to significantly improve food equality in Bristol over the next decade. It aligns with other key strategies for improving food systems and addressing poverty in the city, as well as many of the aims laid out in the *National Food Strategy*.<sup>34</sup>

This section sets out the priority themes where action needs to be taken to achieve food equality in Bristol. These themes have been co-produced through stakeholder consultation with representation from over 60 different organisations and community conversations with people who have lived experience of food inequality in the city.<sup>35</sup>

### Priority theme: Fair equitable access

#### Fair access to nutritious and appropriate food.

Residents are able to access food that is appropriate for their dietary needs, is culturally appropriate, and affordable.

### Priority theme: Choice and security

#### Choice, empowerment, and a feeling of security.

Everyone can make decisions about their relationship with food and are free from the anxiety and stress of food insecurity.

### Priority theme: Skills and resources

**People and communities are equipped with knowledge, skills and facilities.** Residents can foster a healthy food culture, have confidence in their ability to access and use food to meet their needs, as well as the facilities and fuel to cook with.

### Priority theme: Sustainable local food system

#### A resilient and sustainable local food system.

The local food system prioritises resilience and sustainability in food production, food waste management, distribution, economy, and environmental resilience.

### Priority theme: Food at the heart of decision-making

**Food is at the heart of community, economy, and city planning.** Food needs and equality are considered in all decision-making – whether developing social support models, new businesses or planning new housing.

### Priority theme: Cross-cutting strategic aims

**Strategic aims that sit across all the priority themes.**

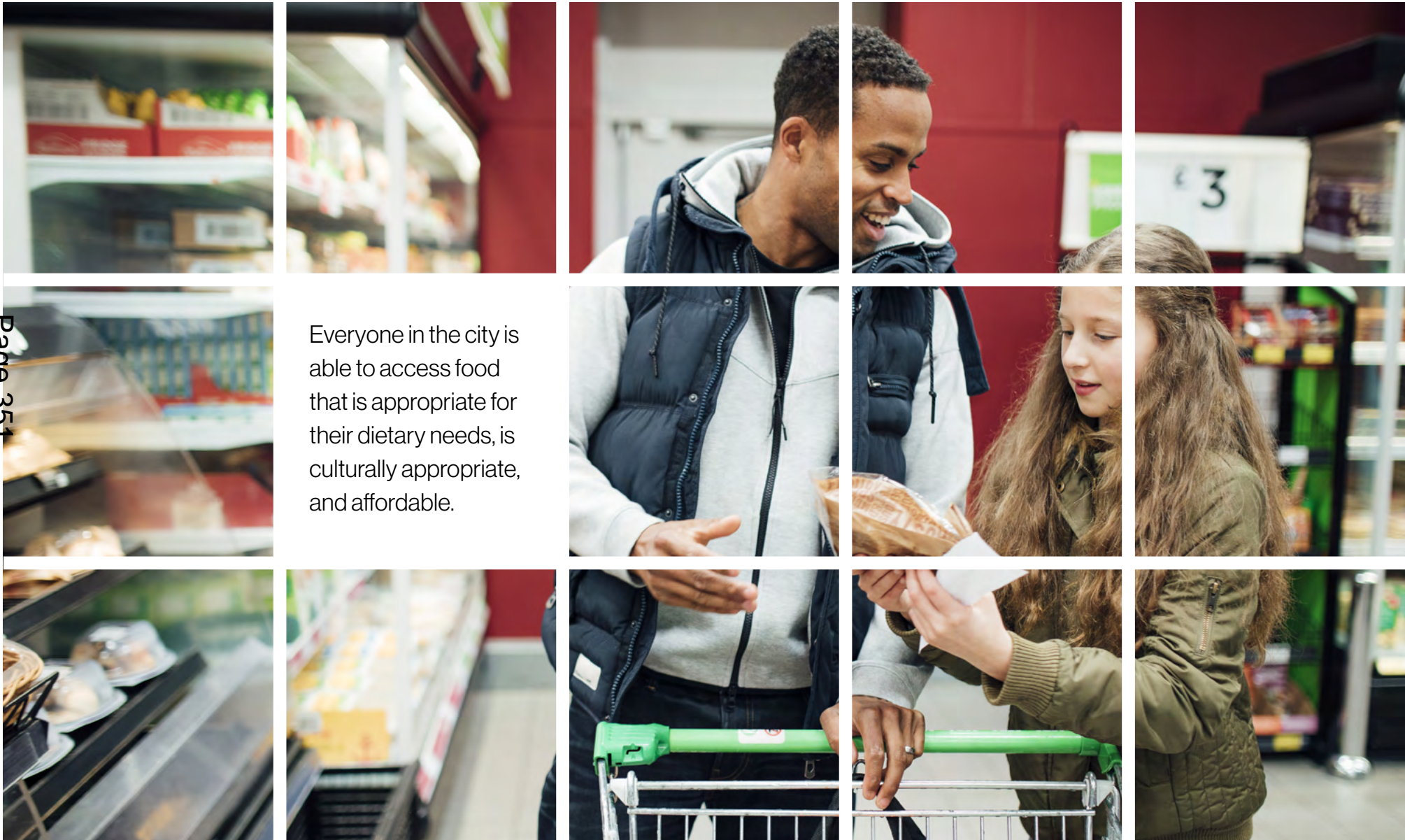


<sup>34</sup>Dimbleby et al, 2020. National food strategy, part one. Available at [www.nationalfoodstrategy.org/part-one/](http://www.nationalfoodstrategy.org/part-one/)

<sup>35</sup>Publication Pending – available on request from Feeding Bristol team.



# Priority theme: Fair equitable access



Everyone in the city is able to access food that is appropriate for their dietary needs, is culturally appropriate, and affordable.

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## Priority theme: Fair equitable access

To achieve this, we must address the multiple barriers that people and communities face which limit their access to sufficient fresh, nutritious food that meets their needs. This includes thinking about how our city and communities are structured, for example the variety, location and accessibility of local food outlets, and the transport options that allow people to access them. It also involves thinking about how we can include the specific needs of individuals and groups at risk of food inequality, including disabled people, people experiencing homelessness, different cultural groups and more.

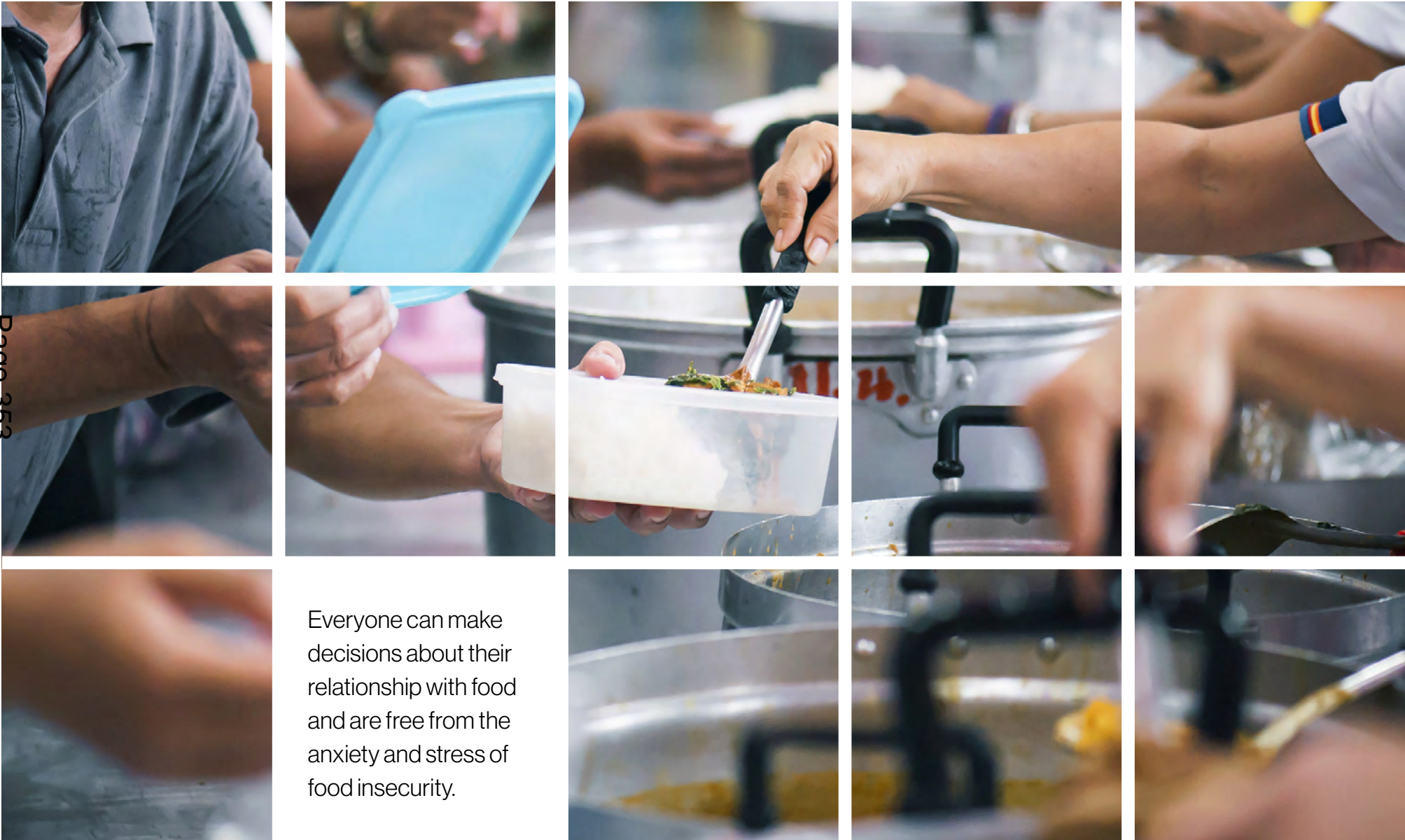
Nutritious and appropriate food needs to be affordable for everyone, but this should not disadvantage the food producer or retailer. We need to encourage innovative models of food support that allows for better access to nutritious and affordable food in ways that enable choice, retains dignity, and develops empowerment.

As a city, we will:

- **Actively investigate and take stock of the specific issues and barriers to accessing nutritious, appropriate food in the most deprived wards and for at-risk communities of interest.** We need to understand how our current food system and transport infrastructure impacts on food access. Mapping shops, social eating spaces, growing spaces, public transport and community groups and facilities will allow us to take a community-led approach to improving access which makes use of the facilities and assets already available. This must include an awareness of the specific needs of different areas and considering specific access needs for at risk groups including disabled people, refugee/asylum seekers, young people, people experiencing homelessness, and older people.
- **Take time and use a participatory approach to understanding barriers and needs.** Listen to and work with communities to understand specific barriers and needs, and co-create solutions, whilst being mindful of the differences that may exist between localities.
- **Recognise and understand that the definition of ‘good access’ to food may differ for different communities and take action to address this consideration throughout services.** Ensure emergency food providers and services are able to take into account what types of food are appropriate for different cultural backgrounds and intolerances allergies.
- **Support diversity of shops that increase access to fresh food.** Do this in a manner which will support communities to eat well and encourage a vibrant local food economy.



# Priority theme: Choice and security



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Everyone can make decisions about their relationship with food and are free from the anxiety and stress of food insecurity.

## Priority theme: Choice and security

Eliminating food insecurity is not only a worthy goal but can also prevent a wide range of negative knock-on effects on a person's life, health, and well-being. Food insecurity creates anxiety and stress, an issue that was well evidenced in the community conversations. While there are a wealth of organisations and schemes providing excellent services addressing food insecurity in the city, many residents are unaware of the support available to them. At all stages it is important to

recognise the key role that choice and empowerment can have on people's dignity, perception and engagement with the actions addressing food inequality.

As a city, we will:

- **Listen and respond to the needs of the communities.** Build working relationships with communities throughout the ten-year strategy timeline, actively seeking feedback and modifying our methods and actions for maximum impact. We need to be creative with how we engage with people and communities, so there are a variety of ways people can engage and get involved.

- **Empower communities to have a platform to make change.** Take a co-designed approach to actions and accountability to address food equality, which helps ensure the right action is taken and encourages a joint sense of ownership. Include opportunities for upskilling individuals and sharing of community assets. Use the recruitment of Food Equality Champions (people with relevant lived experience based in the communities of interest) as a framework for a positive example of how this might be done in a collaborative way.
- **Build resilience through prevention.** We need to ensure emergency food provision is accessible to those who need it, but we must also take action to help shift the current needs away from a model of emergency food provision to one of prevention. This will help provide more choice and increased dignity.
- **Expand the use of food as a tool to access other support and services.** Use actions on food equality to create opportunities to expand access to other support and preventative services that can affect broader positive changes in people's lives, including financial support and mental health services.
- **Increase choice and empowerment in food offers from services and projects that provide food support.** Food provision needs to be adaptive to communities to provide more appropriate choice that matches the need. Part of this requires recognising that additional choice is likely to require additional investment into food support.
- **Reduce the risk of stigma in programmes that address food inequality.** We need to champion solutions that preserve dignity and don't create stigma and recognise the importance of how we create and deliver solutions in communities.
- **Maximise income for residents.** Working with welfare support organisations and the broader work in the city to counter poverty, maximise support for people to access unclaimed welfare benefits, and provide financial support and grants schemes, as well as other measures to support income and wages.



# Priority theme: Skills and facilities



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People and communities are equipped with knowledge, skills and facilities.

## Priority theme: Skills and facilities

Provide the necessary tools to facilitate residents to foster a healthy food culture through increased confidence in their ability to not only access food, but also in having the appropriate knowledge, skills and facilities to be able to use the food that meets their needs. Often a person's ability to be able to prepare a meal is hampered by a lack of facilities at home and in the community, or a lack of knowledge and confidence with food. Education has been a key theme in both the community conversations and the stakeholder consultations, and this applies to all ages from early years through to adulthood.

As a city, we will:

- **Address barriers posed by lack of facilities or equipment** which are preventing people in hardship from cooking from scratch in the most affected areas of the city. This can be either at their own homes, or through local community resources.
- **Build and strengthen facilities and assets already in the community.** This means focusing on the strengths already in the system and building on them. In this way we can capitalise on the numerous resources already available across Bristol and encourage the development of best practice around the city. This can include community kitchens, growing projects, initiatives from the hospitality sector and more. Creating stronger links between them will create a more resilient network that will pass the test of time.
- **Take specific focussed action to reduce food inequality for children and young people,** recognising the key opportunity that working with both children and young people can have in preventing many further issues for themselves, their families and their communities. Ensure interventions that impact this group receive appropriate consideration and prioritisation.
- **Promote food related topics and skills education in schools, colleges and early years settings.** embedding into existing community-based programs and initiatives across the city. This needs to include elements of the whole food system, from growing to cooking to buying and food provision. We need to recognise the need for investment in subsidising these projects and initiatives to allow for greater access and skills development.
- **Expand food related education beyond school age,** to cover topics as needed (for example budgeting, growing courses, community cooking classes etc). We will need to adapt these opportunities for specific communities (for example the needs of disabled people may differ from those experiencing homelessness).



# Priority theme: Sustainable local food system



A resilient and sustainable local food system.

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## Priority theme: Sustainable local food system

Resilience and sustainability are considered and prioritised at all stages of the local food system. Through this, we will achieve a positive impact on the environment at a local level, as well as develop resilience in the food system, and create and support livelihoods for people working in the local food economy. Increased prevalence of small-scale farms and community growing have been demonstrated to have links to increased education, more resilient infrastructure and a stronger local economy. Access to growing spaces helps facilitate improved cooking knowledge and education, as well as providing valuable health and wellbeing benefits.

As a city, we will:

- **Work with our neighbours to build a fair and equitable food system throughout the region.** We need to acknowledge that we cannot grow enough food within the city to feed Bristol. A resilient, local food system will need to be built through co-operation across local authority boundaries, mixing urban, peri-urban and rural food production that supports food justice.
- **Expand the food growing capacity within the city.** Importantly this must also consider equity in growing spaces across different areas of the city in response to need. Local and ethical growing space and produce needs to be accessible and equitable to people from all communities and backgrounds.
- **Champion food equality when considering land use within the city,** including equitable distribution geographically. This will include the need to review allotments and small holdings and is strongly tied into city planning and the new *Parks and Green Spaces Strategy*.

- **Champion inclusive procurement for public services in the city** which promote local producers and sustainable methods of production, building on the work already undertaken in this area.
- **Continue to reduce food waste.** Food waste occurs at multiple levels in our food system, from production and distribution to household food waste. Excessive waste has a direct impact on food inequality and also has unnecessary environmental impact. We need to minimise waste throughout all levels of this system, and ensure food equality is a key consideration at all stages of this approach.
- **Support and continue to champion food equality in all work streams that allowed Bristol to become a Gold Sustainable Food city.** Ensure that the work of the Food Equality Strategy is constantly fed into and considered throughout the *Bristol Good Food 2030 Action Plan*.



# Priority theme: Food at the heart of decision-making



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Food is at the heart of community, economy, and city planning.

## Priority theme: Food at the heart of decision-making

We must put food at the heart of our decision-making and recognise that food is a cross-cutting issue. Addressing many of the factors that impact food equality requires close collaboration with multiple partners including the public sector, the private sector, grassroots organisations, and the voluntary and community sector. Food is at the very heart of the lives of individuals and communities, and therefore should be at the heart of decision making across the city. This includes but is not limited to working with city planning, transport, housing and licensing decisions, and involves taking opportunities to work across local authority areas to further drive reduction in inequality.

As a city, we will:

- **Look at the big picture, and consider the interactions of food equality with the wider system.** When addressing food equality, recognise the integral overlap between food insecurity and the broader work to counter poverty in the city. This includes ensuring the work of the strategy aligns with other council policies to maximise impact.
- **Apply a ‘health in all policies’ approach to embed food equality** in all relevant departments and workstreams across the city council. Continue this approach in development of the *Food Equality Action Plan*.
- **A One City approach.** Work closely with the One City boards to ensure food equality is embedded into their six key themes.
- **Incentivise investment in the local food economy**, particularly in recognising the impact of the COVID-19 pandemic and recovery from the economic impact of the pandemic. Recognise the huge value of volunteers in this sector, but do not create reliance on voluntary solutions and set the culture of hiring from local communities.
- **Work across local authority borders** to address the food inequality that exists within the current food system. Create innovative joint approaches to tackling food inequality with neighbouring local authorities, identifying opportunities to have a positive impact at a broader regional level.
- **Bristol will become a leading city in our approach to addressing food inequality**, and where appropriate be vocal on the national stage in matters where national policy or intervention will have a significant impact on food equality.



## Cross-cutting strategic aims

The following strategic aims sit across all the priority themes and will need to be addressed in order to maximise the impact of the strategy through the action plan.

As a city, we will:

- **Commit to investing in solutions.** Creating fair access to food will require financial investment. If the city is making a serious commitment to achieving this aim, it must also be prepared to facilitate or provide funding for appropriate solutions presented in the action plan.
- **Create a system for monitoring food equality.** Currently data on food equality is available from many indirect and proxy sources. Understanding the impact it has on people's lives, in different areas of the city, or trends over time, can be difficult. To effectively evaluate the impact of the strategy and action plan a protocol for monitoring should be established. This will include a compilation of data from diverse sources, which takes into account data that is only available at a national and a regional level, but also more targeted data and qualitative data which can examine inequalities, trends and the lived experience of those living with food inequality within individual areas of the city. This should include focussed action for groups who are under-represented in our current data sources.

- **Develop an accessible communications strategy** with information on services available to support people experiencing food or financial hardship. This also includes improving communication to workers and volunteers working in food-equality related services. This will take into account accessibility requirements across a range of users, for example, non-technology users and different languages, as well as using a variety of media both through digital, print and physical institutions (e.g., schools and community groups). Provide better visibility and links to promote the work of the numerous schemes already providing support in the city, as well as any new schemes that arise.
- **Take a strong stance on food equality and food justice issues at a regional and national level** with the aim of influencing national policy that affects many of the determinants of food equality. We want Bristol to be seen as a pioneering city that is leading the fight for food justice.



## Governance, oversight and delivery

- The strategy is to be embedded in the 'health and well-being' strand of the **One City Approach**.<sup>36</sup> This approach brings together a huge range of public, private, voluntary and third sector partners within Bristol. Through work in six major thematic boards, these partners work together with a shared aim to make Bristol a fair, healthy and sustainable city. Oversight for this strategy is provided by the Health and Wellbeing Board. The strategy and Action Plan will also be a part of the *Bristol Good Food 2030 Action Plan*, which is currently in development.
- A **Steering Group** will be set up to oversee the implementation of the strategy. This group will monitor progress, update the relevant boards, and be dynamic and flexible to achieve the aims of the strategy. This Steering Group will have a representative membership from key partners in the public, private and VCSE sectors in the city, as well as representatives of the key communities and groups most affected by food inequality. Membership will also include 10 Food Equality Champions – people with relevant lived experience – to represent their communities.
- The **Stakeholder Group** with a wide representation of organisations across the city will continue to meet regularly. Keeping the engagement of this group through good communication and working to encourage wide representation from the whole system will be key to the success of achieving the aims of this strategy and the subsequent action plan.

<sup>36</sup> [www.bristolonecity.com/about-the-one-city-plan/](http://www.bristolonecity.com/about-the-one-city-plan/)

## Monitoring and evaluation

Monitoring and evaluation are key to understanding the impact and success of the strategy and action plan. Current data sources are not sufficient to adequately assess this in our city, therefore creating a system which will allow us to monitor this sufficiently is one of our key strategic aims. This may involve making better use of existing data sources, as well as potentially creating new methods of monitoring progress.

Sources of data that will help to inform the state of food equality in Bristol include the national measurement of food insecurity in the DWP *Family Resources Survey*; and local data sources, such as the *Bristol Quality of Life Survey*. Other proxy measures, such as Free School Meal eligibility, Healthy Start Voucher uptake and Universal Credit claims will continue to be used to estimate the impact of food inequality. Work to improve this data will overlap on broader work to counter poverty in the city, and good quality data on food equality may be able to provide significant useful insights to many other areas of work. We will commit to collaboration and ensure relevant data sharing where appropriate.

Establishing a framework for monitoring and evaluating the impacts on food inequality will be a core aim in the action plan, and we will endeavour to create a regular, reliable and representative method of visualising the state and impact of food equality work in our city. Importantly, a key method of monitoring will be continuing to have regular community conversations and seeking regular feedback from affected communities and vulnerable groups.

## Risks

This is an ambitious strategy, and we must acknowledge there are risks to achieving the aims sets out in this document.

This strategy will require investment and currently there are no funds attached to achieve its stated aims. Funding will need to be secured through multiple sources, which may include the local authority, Public Health England, and Central Government in alliance with city-wide efforts. An innovative and collaborative approach to funding will be taken.

Achieving this strategy will also involve a significant shift in behaviour, both within organisations and as a society. We need to recognise that these changes will not happen overnight and achieving a sustained shift in our practices will require all people involved to be reflective, open and committed to food equality.

A full risk register will be developed and outlined in the *Food Equality Action Plan*.

<sup>37</sup> <https://sdgs.un.org/goals>

<sup>38</sup> [www.bristolonecity.com/sdgs/](http://www.bristolonecity.com/sdgs/)

<sup>39</sup> House of Lords (2020), *Hungry for change: fixing the failures in food*. Report of session 2019-2020

## National and local policy context

This strategy sits alongside and complements a number of local, national and international policies and strategies to address food inequality. These have been considered in the development of this strategy, and this section highlights the main international and national policies that the aims in this strategy align to.

**International – United Nations Sustainable Development Goals** The United Nations Sustainable Development Goals (SDGs) recognise the importance of food security under their goal number two: End Hunger. Specifically, by 2030 they set the aim to “end hunger, achieve food security and improved nutrition and promote sustainable agriculture”.<sup>37</sup> Bristol is committed to delivering the SDGs locally, and conducted a voluntary local review to map progress against these goals in 2019.<sup>38</sup>

**National Select Committee on Food, Poverty, Health and the Environment: Hungry for change: fixing the failures in food (July 2020)** This report looks at the links between food, inequality, public health, and sustainability. It identifies where interventions can be applied, or reinforced, to tackle the serious health, social and environmental damage that is being inflicted by the current food system. This will ensure a healthy and sustainable diet that can be accessed by everyone.<sup>39</sup> It makes a series of recommendations to government that should be included in the government’s white paper on the *National Food Strategy*.

**National Food Strategy** Published in 2021,<sup>40</sup> this large independent review of the food system in England, covers all aspects of the food system, including food production, farming and trade policy, environmental impact and health impacts. It does not include specific consideration of food inequality, and especially contains little detail on food poverty. Despite this, the recommendations in this strategy would have several positive impacts on food equality in Bristol if they were adopted at a national level. This is especially true in being able to address some of the policy and corporate determinants of food inequality which would be impossible to meaningfully tackle independently at a local level. Initial reaction to this strategy across politics, the media, public institutions and private industry has contained a lot of positive support.<sup>41</sup> The government will produce their White Paper response to this strategy in January 2022, at which point the impacts on the *Food Quality Strategy* for Bristol will be reviewed.

### Local policy and strategy links

There are a number of strategies and policies in Bristol which are relevant to food equality. Below is a list of some of the key activities and documents. This strategy has been developed with these in mind, and efforts to join up, collaborate, and work alongside these workstreams will continue through the process of creation and delivery.

- **Bristol One City Plan 2050.** Food equality touches on multiple objectives, specifically:
  - By 2021 ensure Bristol is accredited as a gold standard in the *Sustainable Food City Awards* (already achieved) and establish a legacy programme.

- By 2023 over 50 per cent of fast-food outlets in the city sell healthy alternatives in line with the *Bristol Eating Better Awards*.
- By 2031 everyone has access to affordable fresh food within a 10-minute walk from their home.
- By 2036 all schools will produce and grow food for their own use.
- **Bristol Corporate Strategy 2018 – 2023.** Under the section *Empowering and Caring*, give our children the best start in life, and under *Well-being*, tackle food and fuel poverty. This strategy is currently being updated.
- **Bristol City Council Business Plan 2020 – 2021: COVID-19 Recovery Edition.** Under *Key Commitment 1 – Healthy weight declaration* and *Key Commitment 3 – Tackle food and fuel poverty*. These include a commitment to increase the number of food outlets holding a *Bristol Eating Better Award* in priority wards.
- **Thrive Bristol** is a 10-year programme to improve the mental health and well-being of everyone in Bristol, it recognises the mental health impacts of food insecurity.
- **One City Climate Strategy** Under *Delivery Theme 9: Food* – “Developing a resilient and low carbon food supply chain will contribute to the reduction of Bristol’s carbon footprint whilst also improving security to the supply chain and boosting the local food economy. Positive change around Bristol’s food culture also provides an opportunity to engage with children and adults about health, well-being and nutrition as well as different cultures and diets” and “Sustainable and

low carbon food options will be available to everyone, respectful of all dietary and cultural requirements, in all future climates.”

- **Local Government Declaration on Healthy Weight** – adopted by Bristol City Council in 2020.
- **Recovering from COVID-19** – tackling poverty highlights the importance and overlap of fuel poverty and food poverty work.
- **Shaping Places for Healthier Lives** – £300K successful bid to address food insecurity across Bath, North Somerset and South Gloucestershire over the next three years.
- **The Bristol Eating Better Award** is a free award for food businesses that sell healthier food options and promote sustainability. Also available for schools and early years settings.
- **Mayoral priorities 2021 – 2024**, specifically under the commitment to, “Deliver our climate and ecological plans including £1 billion investment in clean energy, double the tree canopy, and grow sustainable food in every ward.”

<sup>40</sup> [www.nationalfoodstrategy.org/](http://www.nationalfoodstrategy.org/)

<sup>41</sup> [www.foodmanufacture.co.uk/Article/2021/07/15/National-Food-Strategy-Part-2-reaction](http://www.foodmanufacture.co.uk/Article/2021/07/15/National-Food-Strategy-Part-2-reaction)



## Summary and next steps

This document presents a joint vision of how we can work to achieve food equality across the city of Bristol. It builds on the significant good work already achieved by the numerous organisations across the city. The priority themes and strategic aims needed to achieve this vision are outlined and have been developed with a large stakeholder input.

**This Food Equality Strategy 2022 – 32** will feed into the broader work of the **Bristol Good Food 2030 Action Plan** and will ensure that equality is a key consideration in all decisions relating to food in the city.

**A Food Equality Action Plan** will be developed to bring together key stakeholders under each strategic area to set commitments for how we will achieve each desired goal, and priorities to address the greatest needs.

**A Food Equality Steering Group** will be set up to monitor and ensure progress against these areas and provide accountability through the **One City Approach** via the relevant boards, and through feedback to the wider stakeholder consultation group. A key measure of success and accountability will be the **ongoing engagement with the residents and communities** affected by food inequality, to ensure the actions taken are co-designed and meet their needs in an equitable manner. Through promotion of this strategy and ongoing collaborative work with partners across the city, we believe we can embed considerations of food equality across all decision making in our city. Following these steps will allow us **to achieve our ambitious aim to achieve food equality for all residents in the city of Bristol.**



# Equality Impact Assessment [version 2.9]



Title: Grant determination for the Holiday Activities and Food (HAF) Programme 2022	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input checked="" type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: People	Lead Officer name: Thomas Jarvis
Service Area: Education & Skills	Lead Officer role: Education Partnership and Programme Manager

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

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

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

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

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

Bristol City Council has been granted £1.8million by Central Government to provide school holiday places to children and young people entitled to free school meals for one week at Easter, four weeks in the Summer and one week in the Winter. Sessions should last for a minimum of four hours a day, offer at least one meal (preferably hot), provide physically and mentally stimulating activities, educate children about nutrition and provide signposting to support family services. To deliver this programme the Council will work with existing providers and partners in education, health and social care to scale up provision and target support to areas of the city with the highest need.
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### 1.2 Who will the proposal have the potential to affect?

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

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

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

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

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

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

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

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

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

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

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

<b>Data / Evidence Source</b> [Include a reference where known]	<b>Summary of what this tells us</b>
<a href="#">Census 2011</a> and <a href="#">Census 2021</a>  <a href="#">2011 Census Key Statistics About Equalities Communities</a>	According the October 2021 school census data there are 16,715 children and young people in Bristol who are entitled to free school meals. This is around 27% of the school population in Bristol. Guidance from the Government states that local authorities are asked to ensure that the offer of free holiday club provision is available for all children eligible for free school meals in the local area though it is not expected that all eligible children to participate. In total 55% of FSM children are non-white Bristol. The highest group in this non-white Bristol group are black Somali 8%. 28% of those in receipt of FSM have either SEN support or an EHCP in place. There are marginally more boys than girls and 21% have English as an additional language. Less than 2% are in, or have previously been in care.
<a href="#">The population of Bristol</a>	Updated annually. The report brings together statistics on the current estimated population of Bristol, recent trends in population, future projections and looks at the key characteristics of the people living in Bristol.
<a href="#">New wards: data profiles</a>  <a href="#">Ward Profiles - Power BI tool</a>	The Ward Profiles provide a range of data-sets, including Population, Life Expectancy, health and education disparities etc. for each of Bristol's electoral wards. School census data provides a break



	<p>down of FSM eligibility by ward and shows that over 75% of children and young people in receipt of benefits related FSM live in 13 wards of the city.</p>
<p><u>Bristol Quality of Life survey 2020/21 final report</u></p> <p><u>Quality of Life 2020-21 — Open Data Bristol</u></p>	<p>The Quality of Life (QoL) survey is an annual randomised sample survey of the Bristol population, mailed to 33,000 households (with online &amp; paper options), and some additional targeting to boost numbers from low responding groups. In brief, the 2020 QoL survey indicated that inequality and deprivation continue to affect people’s experience in almost every element measured by the survey.</p> <p>The outcome from the QoL 2020/21 survey demonstrates that many wards that are dissatisfied with children and youth activities in their areas are priority wards for HAF funding due to high numbers of FSM eligibility.</p> <p>This is also the case for the number of residents that responded to say they do not do enough regular exercise or eat enough salad and vegetables as part of their diet.</p> <p>The Open Data ‘Equalities View’ tool shows at a glance the disparities for each Quality of Life indicator based on people’s characteristics and circumstances including protected characteristics, caring responsibility, tenancy, education level, and deprivation.</p>
<p><u>Final report on progress to address COVID-19 health inequalities - GOV.UK (www.gov.uk) December 2021</u></p>	<p>Multiple sources of data and evidence have highlighted the disproportionate impact of COVID-19 on equalities communities, and the impact of measures taken to address this. This final report highlights the government response to the original recommendations and the long lasting ‘take homes’. This highlights the importance of not treating ethnic minorities like a homogenous group and nurturing existing local partnerships and networks for public health programmes. It also gives recommendations around communications, developing and providing materials in multiple languages and working with community partnerships to improve understanding and co-create content for key audiences.</p>
<p><b>Additional comments:</b></p>	

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

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

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

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

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

The data for children entitled to free school meals is particularly accurate in key stages 2, 3 and 4 of education. As all children in Reception and Early Years are entitled to free school meals, there may be gaps in this data and children who are entitled to holiday school places may miss out. There are also children who come from families that are not entitled to means tested benefits and are in low-income employment. These children would not currently meet the requirements for free holiday places. Covering this cost over holidays periods is likely to increase the financial strain on low-income families.

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

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

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

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

The existing partnership network, which includes Playful Bristol, Feeding Bristol and BAND have been working with communities and families in areas of high deprivation since 2019. This group has successfully worked with thousands of children and families in the last three years. Bristol City Council will work with this existing infrastructure and educational settings to target provision to areas of need for Easter. Working with education settings will allow us to target communications and marketing of holiday places and support to children entitled to free school meals. Many of the 100 organisations we have worked with on this project in the past 12 months work specifically with equalities group, for example WECIL, Somali Youth Voice and Imalya. The project team has worked closely with community groups in areas of high deprivation to ensure activities are tailored to the needs of those communities and builds on existing relationships and strengths.

### 2.5 How will engagement with stakeholders continue?

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

The project team will continue to engage with community groups in wards with the highest number of FSM children. This will be done through face-to-face/virtual workshops and focus groups with the aim of addressing gaps in provision and ensuring inclusive practices and safeguarding are embedded into the Your Holiday Hub programme. In addition to these sessions, YHH will continue to offer free training to providers to increase consistency and drive continuous improvement. Training sessions on inclusive practices and managing hate crime were delivered in 2021.

### Step 3: Who might the proposal impact?

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

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

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

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

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many groups)	
<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Lower take up of young people, in 2021 take up of primary age pupils was 3 times higher than those at secondary
Mitigations:	Continue to build capacity in the youth sector working with organisations engaging with secondary age students including secondary schools.
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Going forward not all provision offered as part of this programme will be accessible to all children. For example, some outdoor physical activities may not be suitable for children and young people with physical impairments or those with complex learning needs.
Mitigations:	We can mitigate these impacts working with a broad range of providers to ensure there are sufficient activities across the holiday periods to provide inclusive and accessible access to all children and young people who need them. We also intend to work with providers to ensure they have the right training and understanding to support an inclusive and safe environment for all children and young people.
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Over development of sports activities has the potential to decrease participation of girls, particularly those in secondary level education
Mitigations:	Ensure a broad range of activities are funded to provide options for those who are less likely to engage in sports activities
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	

<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	There is some concern that children entitled to free school meals will feel stigmatised by the free access they are provided with for holiday places.
Mitigations:	The programme aims to increase the number of open access places in areas with high numbers of FSM children, therefore reducing the need to 'prove' FSM status. Marketing for referral or bookable events will be targeted at FSM families through schools and local area newsletters
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Some children and young people with caring responsibilities may find it difficult to engage with activities
Mitigations:	Work with organisations that support young carers to ensure opportunities are made available. In addition, work with delivery partners to develop activity packs as an alternative where appropriate
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	Some children and young people who have additional needs may not be in receipt of FSM and therefore may miss out on activities and food provision over the holidays
Mitigations:	15% of the funding can be used to support these children. We will work with organisations that work closely with these children to ensure they are included where appropriate.

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

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

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

Offering nutritious and healthy food, fun activities, and a safe space to play during the school holidays will create a significant benefit for children of low-income families, particularly those in areas of high deprivation that statistically have higher numbers of people with protected characteristics.

The programme also provides an opportunity to engage with the families of these children and young people and offer advice on and, support and access to health, employment, skills, and housing services.



## Step 4: Impact

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

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

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

<p><b>Summary of significant negative impacts and how they can be mitigated or justified:</b></p> <p>More work will need to be done to identify children and young people with protected characteristics who may not currently be in receipt of FSM either because they are in Early Years or Key Stage 1, or their family income currently hovers just above the threshold which leaves them vulnerable to holiday hunger. There is a risk that we will not be able to achieve our intention of ensuring that no child should go hungry during the school holidays unless we do more to promote the importance of applying for FSM in Early Years and Key Stage 1.</p> <p>By focusing on the 13 highest wards for disadvantage there is a risk that vulnerable children in other areas of the city miss out on this offer. Improving the way we use data and understand the needs of families in other areas of the city will ensure we develop a model that works for the whole city.</p>
<p><b>Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:</b></p> <p>Increased engagement from children, young people and their families who may have historically not engaged in holiday activities due to the high cost</p> <p>Support the delivery of the Belonging and Food Equality Strategies</p> <p>Increase the number of healthy activities taking place in areas with the highest need</p> <p>Strengthen the youth infrastructure in priority areas – potential to increase physical and mental health and reducing anti-social behaviour in local areas</p> <p>Improve transition points between primary and secondary education – potential to increase attendance and attainment.</p>

### 4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale
<p>Undertake a marketing and communications campaign to raise awareness of the need to apply for FSM in Early Years/Key Stage 1</p> <ul style="list-style-type: none"> <li>- focusing efforts in areas of high deprivation</li> <li>- Tailored marketing to children who do not have English as a first language</li> </ul>	Kathleen Manson	September 2022
<p>Work with city partners to develop an operating model that goes beyond the Governments minimal expected standard of providing provision to FSM children and young people only. The main focus for this work will be on BAME communities and those with Special Educational Needs and Disabilities (SEND).</p>	Tommy Jarvis	March 2022
<p>Increase our understanding of the number of FSM children in remaining parts of the city ensuring activities and food are provided in a way that meet their needs.</p>	Tommy Jarvis	July 2022

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

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

Comprehensive qualitative and quantitative information will be collected throughout the delivery of this project including, but not limited to the number of children reached, areas of high and low take up and number of families that have engaged with support services. Where possible demographic data in line with BCC guidance will be captured and used in line with GDPR compliance.

## Step 5: Review

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

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off:</b> Alison Hurley
Date: 12/01/22	Date: 12.01.21

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

## Decision Pathway – Report

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**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 03 March 2022

<b>TITLE</b>	<b>Goram Homes - Pipeline of Housing Development Sites</b>	
<b>Ward(s)</b>	City-wide	
<b>Author:</b>	<b>Declan Cooney</b>	<b>Job title: Senior Project Manager, Housing Delivery Service</b>
<b>Cabinet lead:</b>	<b>Cllr Tom Renhard, Cabinet Member Housing Delivery and Homes</b>	<b>Executive Director lead: Stephen Peacock, Executive Director, Growth and Regeneration</b>
<b>Proposal origin:</b> BCC Staff		
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet		
<b>Purpose of Report:</b>		
<ol style="list-style-type: none"> <li>1. To provide an update on the pipeline of housing development sites approved by Cabinet in March 2021 for transfer to Goram Homes, the Council’s wholly owned housing company.</li> <li>2. To seek Cabinet Approval for the addition of several new sites to the Goram Homes pipeline.</li> </ol>		
<b>Evidence Base:</b>		
<ol style="list-style-type: none"> <li>1. Goram Homes Ltd, the Council’s housing development company, was incorporated on 1 October 2018 following Cabinet Approval in September 2018 to establish a wholly-owned housing company. This approval included the transfer of an initial two Council-owned sites to Goram Homes, at Romney House in Lockleaze and at Baltic Wharf.</li> <li>2. The Council subsequently identified a further pipeline of Council-owned sites to be developed by Goram Homes and its partners, to deliver new market and Affordable Homes.</li> <li>3. In March 2021 Cabinet approved the allocation to Goram Homes of a further pipeline of 12 sites, and confirmed that Cabinet would receive annual updates on the pipeline of sites.</li> <li>4. Appendix A1 sets out the sites that were approved by Cabinet in March 2021 for delivery by Goram Homes, and provides an update on the current status of these sites, which Cabinet is asked to note.</li> <li>5. As per the March 2021 Cabinet Approval, the Housing Delivery Board chaired by the Executive Director: Growth and Regeneration oversees the progress of the land transfers to Goram Homes.</li> <li>6. The Housing Delivery Board also regularly reviews and prioritises further sites which have the potential to deliver housing and related mixed-use and community development, and recommends the most appropriate delivery route to bring forward these sites for development.</li> <li>7. Appendix A2 sets out a number of additional council-owned sites which this report is seeking Cabinet Approval to allocate to Goram Homes to further build the company’s ‘development pipeline’, in order to increase the supply of high-quality Affordable and market-sale housing to meet housing need in the city.</li> <li>8. The development of the sites allocated to the Goram Homes pipeline is subject to approval of the Goram Homes Business Plan by the Board of Goram Homes.</li> <li>9. Prior to being brought forward for development, each approved site will also be subject to further due diligence, public engagement, the required planning approvals and vacant possession.</li> </ol>		

10. The sites in the Goram Homes pipeline are at various stages of development, with work to 'de-risk' the sites ready for development and then bring forward the new housing developments being undertaken by the Council's Housing Delivery Team, Goram Homes and/or its Development Partners.

**Cabinet Member / Officer Recommendations:**

That Cabinet

1. Note the update on the current status of each site previously approved for allocation to the Goram Homes pipeline, as set out in Appendix A1.
2. Approve the allocation of the additional sites detailed in Appendix A2 to the Goram Homes development pipeline, under the same terms as outlined in the March 2021 Cabinet approval.

**Corporate Strategy alignment:**

Contributes to achieving the goals set out in the Council's '[Corporate Strategy 2022 to 2027](#)', in particular 'Theme 5 – Homes and Communities', which includes 'Housing Supply' and 'Modern Methods of Construction (MMC)'.

Contributes to the 'Project 1000 – Bristol's Affordable Housing Delivery Plan' commitment to accelerate home-building in the city, building over 2000 homes a year, of which at least 1,000 are Affordable Homes, by 2024.

**City Benefits:**

The proposal will facilitate the supply of market and affordable housing which will be of benefit to the whole city. 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, Black Asian Minority Ethnic people and lone parents who are mainly women. Lack of accessible housing mainly affects older people and disabled people.

**Consultation Details:**

All development sites will be subject to planning approval and relevant public consultation in the future, as they progress through the development lifecycle.

The Goram Homes 2022 Business Plan, which includes the development pipeline of sites, has been reviewed at Overview and Scrutiny Commission in February 2022.

**Background Documents:**

- March 2021 Cabinet Report 'Land Disposals to Goram Homes to Support Housing Delivery'  
 Link to [Cabinet Report](#)  
 Link to [Cabinet Decision](#)

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

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

**Finance Advice:**

The update on existing pipeline (Appendix A1) and the transfer of further two sites (Appendix A2) at market value, to the Goram development pipeline does not in itself give rise to financial implications.

The detailed financial assessment for each site is undertaken at the point of the actual land transfer, taking consideration of value for money and financial benefits to the Council.

The transfer would be subject to Housing Delivery Board and Goram Homes Board approval and payment terms which may include loan notes and deferred payments.

It should be noted that those sites listed include Council storage depots, lease sites and car parks. Development of these sites or, indeed, cancellation of these sites once development has commenced could have a consequent adverse impact on the Council's General Fund, for example through any resulting temporary or long-term loss of parking fee income. Such impacts should be included in the detailed financial assessment of any these business cases which follow for these sites' development.

**Finance Business Partner:** Aisha Bapu, 26 January 2022

**2. Legal Advice:**

Earmarking additional sites for disposal to Goram Homes raises no particular legal issues. It is noted that the additional site are to be added to the pipeline on the same basis as those identified in the March 2021 report. All disposals will be at market value so there should be no issues over complying with obligations in connection with achieving best consideration or public subsidy in connection with sales. As with previous cases any associated funding arrangements will need to be mindful of potential state aid/public subsidy requirements.

**Legal Team Leader:** Eric Andrews, Legal Services; 25.1.22

**3. Implications on IT:** *No IT implications apparent.*

**IT Team Leader:**

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

**HR Partner:** Celia Williams, HR Business Partner – Growth and Regeneration, 4 February 2022

<b>EDM Sign-off</b>	Stephen Peacock, Executive Director Growth and Regeneration	12 January 2022
<b>Cabinet Member sign-off</b>	Cllr Renhard, Cabinet Member Housing Delivery and Homes	17 January 2022
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	31 January 2022

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

## Goram Homes - Pipeline of Housing Development Sites

### Appendix A1 - Sites Previously Approved by Cabinet for Transfer to Goram Homes

#### *Sites Approved by Cabinet September 2018*

Site Name	Update on Current Status (March 2022)
Romney House, Lockleaze	Goram Homes and Vistry Partnerships will build 268 new high quality, environmentally friendly homes of which 147 (55%) will be Affordable council housing, managed by Bristol City Council. Building will start on site in early 2022. The Romney House development is raising the bar for what council housing will look like in the future. This will be a template for future Goram Homes projects.
Baltic Wharf	In October 2021 Goram Homes and Hill submitted a planning application to build 166 sustainable homes at Baltic Wharf, 66 of which will be affordable (40%). For more details visit <a href="https://balticwharfhomes.com/">https://balticwharfhomes.com/</a>

#### *Sites Approved by Cabinet March 2021*

Site Name	Update on Current Status (March 2022)
Castle Park	Goram Homes is delivering an energy centre in Castle Park in partnership with Bristol City Council and Vital Energi that includes the biggest water source heat pump in England, to generate renewable energy for the Bristol Heat Network. The Energy Centre is due for completion early in 2022. In 2021, Goram Homes and Bristol Housing Festival launched a design competition to deliver a residential property plus other mixed-use spaces above the Energy Centre. Goram Homes announced five finalists in November 2021 and the winner will be announced in Spring 2022.
Dovercourt Depot, Lockleaze	The Bristol City Council's Housing Delivery Team will submit an outline planning application in February 2022 to redevelop this brownfield site at Dovercourt Depot, into a new residential development with around 140 Affordable and market-value homes. Goram Homes and national housebuilder Keepmoat will be submitting a reserved matters application which will include plans for 50% Affordable Housing (70 homes) – 20% above planning policy requirements.
Former school site at New Fosseway Road, Hengrove	Around 190 new homes are earmarked for a site allocated for housing within the Bristol Local Plan. This will include Extra Care Housing under the Better Lives at Home Programme. The Housing Delivery Team will be submitting an outline planning application in early 2022.
Novers Hill (aka Western Slopes)	As a result of the findings of the most recent ecological report, and in discussion with Avon Wildlife Trust, plans to build homes on Western Slopes have been scaled back to protect the important wildlife corridor and meadow and grassland habitats. A much smaller number of homes – around 70 – will now be brought forward on previously developed brownfield

	land on the site of the old school near Belstone Walk, and on the site of existing stables, to meet the need for new homes in the area, while protecting the areas with the highest ecological value. The rest of the site will remain as green space.
St Ursula's, Westbury Park	This Grade II listed building was part of the former school but is now leased to a sports club. The site has the potential for conversion into apartments. A range of technical surveys will be undertaken in 2022 to understand the capacity and scope for development.
Knowle West Health Park	In response to public consultation feedback, Knowle West Health Park will be removed from the pipeline of sites allocated to Goram Homes, and the Council will no longer pursue the development of this site.
Portwall Lane (aka Redcliffe Way)	There is a long-held aspiration to reunite North and South Redcliffe by creating a major mixed-use development and improved public realm and this site forms part of this overall vision. The Housing Delivery Team and Goram Homes will continue to work with local stakeholders via the Redcliffe Joint Delivery Board to launch a design competition for the site and deliver much needed, quality housing in central Bristol.
Car Park adjacent to SS Great Britain	The site is currently an operational car park that generates revenue and is subject to a lease with the SS Great Britain Trust. Any development proposals will involve the reallocation of the existing parking with a residential development above. We will work with the SS Great Britain Trust to understand their aspirations for the site.
Spring Street, Bedminster	Bristol City Council is currently preparing a regeneration framework for the area around Whitehouse Street in Bedminster which will be used to help shape future planning applications. Spring Street is a site owned by Council and will be subject to further due diligence and consultation as the framework is developed. Detailed proposals will come forward after the framework has been agreed.
A & B Bond, Western Harbour	The former tobacco warehouses are Grade II listed and form part of the Western Harbour Regeneration Area which is a key area in the continuing regeneration of Bristol's city centre and floating harbour. A programme of City-wide engagement took place in Autumn / Winter 2021 to co-create a vision for Western Harbour. Further consultation on the draft vision document will take place in Spring 2022. Thereafter the next phase of the project will be to develop a masterplan for the area. The masterplan will be informed and unpinned by the Vision for Western Harbour. Detailed proposals for the future of these buildings will come forward after the masterplan has been progressed. Should this result in residential development being part of the vision for A & B Bond, Goram Homes will bring this development forward and would undertake consultation and engagement on any future development proposals.



## Goram Homes - Pipeline of Housing Development Sites

### Appendix A2 – Additional Sites Proposed to Transfer to Goram Homes, for Cabinet Approval at 3<sup>rd</sup> March 2022 Meeting

Site Name	Update on Current Status (March 2022)
Hengrove Park	The addition of Hengrove Park to the pipeline of allocated sites will allow Goram Homes to build 1435 new homes, of which a minimum of 50% will be Affordable Housing. The development proposals will include significant improvements to Hengrove Park and wider infrastructure, as well as deliver commercial and office space, new sports facilities, a sports pavilion, a scout hut, education floorspace and more. More information can be found on the <a href="#">Planning Portal</a> under Planning Reference Number: 19/02632/PB.
Blake Centre, Gainsborough Square	The Blake Centre is a new site to be allocated to the development pipeline which will allow Goram Homes to build an Extra Care Home (ECH) made up of 100% Affordable one and two bedroom flats, plus commercial space. This will be sold to a specialist provider of extra care housing via a competitive process to secure best value. Outline planning consent for the redevelopment of the Blake Centre was approved in 2021. More information can be found on the <a href="#">Planning Portal</a> under Planning Reference Number: 21/01549/P.

# Goram Homes Pipeline of Housing Development Sites Risk Register

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance		
										Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
	<b>Constraints mean that a site is not developable</b>	Site investigations reveal a constraint which can not be overcome or makes development unviable.	Failure to deliver enough home and affordable homes for the city.	Open			<b>Head of Housing Delivery</b>	Undertake due diligence. Continue to identify other sites that may come forward for Goram under future cabinet decision.		2	5	10			0	Jan-22
	<b>Lack of public support for developments</b>	Poor communications and engagement. Poor design quality.	Planning risk	Open			<b>Head of Housing Delivery</b>	Develop detailed engagement strategy and ensure community engagement approach and design quality is of a high standard for council owned sites.		3	2	6			0	Jan-22
	<b>Loss of revenue income from car parks and leases</b>	Sites are developed without income generating potential	Impact on council revenue	Open			<b>Exec Director - G&amp;R</b>	Agree terms with Goram Homes that takes this into consideration.		3	2	6			0	Jan-22
	<b>Goram Homes do not agree terms</b>	Terms are unacceptable / unviable for Goram Homes and or partners	Failure to deliver enough home and affordable homes for the city.	Open			<b>Exec Director - G&amp;R</b>	Contiuous dialogue with Goram Homes and development market		1	4	4			0	Jan-22
												0			0	

# Equality Impact Assessment [version 2.9]



Title: Goram Homes – Pipeline of Housing Development Sites	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input checked="" type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Growth and Regeneration	Lead Officer name: Declan Cooney
Service Area: Housing Delivery	Lead Officer role: Senior Project Manager

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

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

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

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

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

This Cabinet Report seeks approval to allocate council-owned housing development sites to Goram Homes, the Council’s wholly owned housing development company, to further build the company’s ‘development pipeline’, in order to increase the supply of high-quality Affordable and market-sale housing to meet housing need in the city.

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

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

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

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

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

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

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

We have not identified any significant negative impact from the proposal. This Cabinet Report seeks approval to allocate housing development sites to Goram Homes. The allocated sites will subsequently be taken forward through the housing development process i.e. feasibility, design, planning consent,

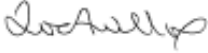
construction etc.) by Goram Homes; however this is outside the scope of the current Cabinet Report, which at this stage is simply seeking Cabinet Approval to allocate the sites to Goram Homes' development pipeline.

When individual sites/ projects are brought forward for housing development at a later stage in the process (outside scope of this Cabinet Report), the public consultation strategy prior to and during the planning process will be developed to ensure citizens from all communities and protected characteristic groups are considered and can fully engage in the process.

Future housing developments will deliver much needed new housing, including providing Affordable Housing for people and improving local community facilities for residents. Delivery of Affordable Housing is likely to positively impact citizens from communities on the basis of their protected equalities characteristics, who are likely to be disproportionately represented among those in greatest housing need.

## Step 5: Review

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

<p><b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i></p>	<p><b>Director Sign-Off:</b>  Zoe Willcox, Director, Development of Place</p>
<p>Date: 7/2/2022</p>	<p>Date: 21/02/2022</p>

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

## Eco Impact Checklist

<b>Title of report: Goram Homes - Pipeline of Housing Development Sites</b>				
<b>Report author: Declan Cooney</b>				
<b>Anticipated date of key decision March 2022 Cabinet</b>				
<p><b>Summary of proposals:</b>          To provide an update on the pipeline of housing development sites approved by Cabinet in March 2021 for transfer to Goram Homes, the Council's wholly owned housing company.          To seek Cabinet Approval for the addition of several new sites to the Goram Homes pipeline.</p>				
Will the proposal impact on...	Yes/ No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	No			
Bristol's resilience to the effects of climate change?	No			
Consumption of non-renewable resources?	No			
Production, recycling or disposal of waste	No			
The appearance of the city?	No			
Pollution to land, water, or air?	No			
Wildlife and habitats?	No			
<b>Consulted with:</b>				
<b>Summary of impacts and Mitigation - to go into the main Cabinet/ Council Report</b>				
<p>There will be no direct environmental impacts from this decision.</p> <p>There will be a number of significant environmental impacts from the redevelopment of the sites, but this is outside of the scope of this report. The sustainability of projects proposed for each of the sites will be assessed through the planning process.</p> <p>There are no direct significant impacts from this proposal, and no mitigation measures are therefore required. The net effects of the proposals are neutral.</p>				
<b>Checklist completed by:</b>				
Name:			Declan Cooney	
Dept.:			Housing Delivery	
Extension:				
Date:			03/02/22	
Verified by Environmental Performance Team			Daniel Shelton 04/02/2022	

## Decision Pathway – Report



**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 03 March 2022

<b>TITLE</b>	<b>Bristol Holding Group Limited Company Business Plans for 2022/2023</b>	
<b>Ward(s)</b>	All.	
<b>Author:</b> Tim O’Gara	<b>Job title:</b> Director: Legal and Democratic Services	
<b>Cabinet lead: Cabinet Member for Finance, Governance and Performance</b>	<b>Executive Director lead: Executive Director, Resources</b>	
<b>Proposal origin:</b> City Partner		
<b>Decision maker:</b> Cabinet Member		
<b>Decision forum:</b> Cabinet		
<b>Timescales:</b> 6 December 2021: Shareholder Group review of Bristol Holding ( <b>Holding Company</b> ) Group Business Plan Framework documents 22 December 2021: Resources EDM review of draft Cabinet Report 17 January 2022: Shareholder Group review of draft Holding Company Group Business Plans 31 January 2022: Cabinet member briefing on draft Cabinet Report / Forward Plan publication 9 February 2022: OSMB review draft Holding Company Group Business Plans 3 March 2022: Cabinet review Cabinet Report		
<b>Purpose of Report:</b> To approve the 2022/2023 Business Plans for the Holding Company Group.		
<b>Evidence Base:</b> The council is the sole shareholder of Bristol Holding Limited (company number: 09485669) which in turn is the sole shareholder of a number of companies, including; Bristol Waste Company Limited (company number: 09472624), Goram Homes Limited (company number: 11597204) (the <b>Bristol Holding Group</b> ). The business plans are submitted for approval in this Cabinet Report for each of these companies although it is noted that a business plan is not submitted for approval for Bristol Heat Networks (company number: 11652156) at this time, as this will follow an alternative timeframe for approval related to the City Leap Joint Venture procurement.		

Shareholding is an executive function. The shareholder role in respect of the Bristol Holding Group has been delegated to the Deputy Mayor: Finance, Governance and Performance. The Deputy Mayor has reviewed the business plans for the Bristol Holding Group (see Appendix A) and has been advised in relation to them by the Shareholder Group (see Appendix B1), the Independent Shareholder Advisor's commentary (see Appendix B2), Bristol Holding (see Appendix B3) and the relevant council clients (see Appendix B4). The business plans are now being recommended for approval by Cabinet.

The companies' business plans are generally based on financial information available in January 2022. The final drafts of the business plans were received on the following dates: Bristol Holding – version 2 dated 31 January 2022; Bristol Waste Company – version 3 dated 15 February 2022; Goram Homes - version 7 dated 17 February 2022.

**Cabinet Member / Officer Recommendations:**

**That Cabinet:**

**In relation to Bristol Waste Company Limited:**

1. Approves the 2022/2023 Business Plan of the Bristol Waste Company Limited (company number 09472624)

**In relation to Goram Homes Limited:**

2. Approves the 2022/2023 Business Plan of Goram Homes Limited (company number 11597204)
3. Approves the application of the £10m additional loan funding (approved by Cabinet in March 2021) to Goram Homes Limited's costs in respect of the development of all sites identified in the business plan, excluding Baltic Wharf and Romney (which are separately funded as approved by Cabinet in September 2018).

**In relation to Bristol Holding Limited:**

4. Approves the 2022/2023 Business Plan of Bristol Holding Limited (company number 09485669)

**Corporate Strategy alignment:**

**Bristol Waste's** business plan aligns with the key theme of Environment and Sustainability by helping the city reduce its consumption of products and transform its relationship with waste, increasing recycling, repair, reuse and sharing of goods.

**Goram Homes'** business plan supports the Homes and Communities theme, by accelerating home-building in the city and increasing the supply of affordable homes and building resilient communities.

**The Holding Company's** business plan aligns with the theme of Bristol City Council as a Development Organisation, contributing to the priority of Good Governance, and acting as One Council, ensuring that the companies are offering good value for money and adopting more consistent procedures and processes, with corporate support services that are the right size for the needs of the organisation.



**City Benefits:**

**Bristol Waste's** business plan benefits the City through providing clean streets, road-side recycling and the city's new recycling centre.

**Goram Homes'** business plan will deliver the following benefits to the City by facilitating the build of affordable and commercial housing.

**The Holding Company** will enable the Council, through its companies, to achieve the progression of innovative services to the city and its population.

**Consultation Details:**

Each Company's Board has reviewed their business plan, and the Holding Company Board has met several times to review and consider them. A Summary of the Holding Company's recommendations of the plans is included at Appendix B3.

The Shareholder Group convened on 17 January 2022 to review the Bristol Holding Group business plans. A summary of their views, and the views of the Independent Shareholder Advisor, on the plans is included at Appendices B1 and B2.

Client officers have discussed the business plans with the Companies and have provided comment at Appendix B4.

OSMB Members considered the report at their meeting on 9 February 2022 and have submitted their comments to Cabinet as a separate report.

<b>Revenue Cost</b>		<b>Source of Revenue Funding</b>	
<b>Capital Cost</b>		<b>Source of Capital Funding</b>	
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

See Appendix G for detailed financial commentary with regards to Bristol Holding, Bristol Waste Company and Goram Homes.

**Finance Business Partner:** Jemma Prince, Finance Business Partner

**Date:** 2 February 2022

**2. Legal Advice:**

Approval of each of the company business plans is a Reserved Matter and requires Shareholder (i.e. the Council acting by the Shareholder Representative) approval. Such approvals are ordinarily given by the Deputy Mayor, as Shareholder Representative, however the practice has developed

that in respect of business plans this is addressed at Cabinet. Approval of the recommendations in this Cabinet Report will therefore constitute such Reserved Matter approval.

The business plans are also expected to identify explicitly any other Reserved Matters that require approval. At this time no further Reserved Matter approvals are being requested or approved.

As before, it is also important that support for any of the companies continues to comply with appropriate state aid/public subsidy requirements.

Bristol Waste Company's and Bristol Holding's respective "Teckal" status (enabling contracting between the parties without the necessity of compliance with the Public Contracts Regulations 2015 (PCR)) needs to be continually kept under review to ensure that the existing contractual and associated arrangements between the Council and the companies is secure from a procurement perspective. At present, given each company's current business plans and the existing arrangements between the Council and the companies, there is nothing to suggest this status is at risk.

Goram Homes' status as a body not governed by public law (and thereby relieved of compliance with the PCR) needs also to be continually monitored. Again, the current business plan and working relationship between the council and the company does not suggest this status is at risk.

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

**Date:** 03 February 2022

### 3. Implications for ICT:

I can see no additional implications on IT in regards to this activity.

**ICT Team Leader:** Gavin Arbuckle, Head of Service Improvement and Performance

**Date:** 3 February 2022

### 4. HR Advice:

In relation the GHL, there are no obvious HR implications. In relation to HoldCo, discussions regarding the transfer of staff between the company and BCC will take place as/when appropriate, and are likely to be low risk. In relation to BWC, it is strongly recommended that early and open engagement with stakeholders (including councillors and trade unions) takes place regarding the future activities of the company with the aim of increasing awareness, if not agreement.

**HR Business Partner:** Mark Williams, Head of HR

**Date:** 31 January 2022

<b>EDM Sign-off</b>	<b>Executive Director of Resources</b>	22 December 2021
<b>Cabinet Member sign-off</b>	<b>Cabinet Member for Finance, Governance, Performance and Shareholder</b>	17 January 2022 (SHG) 9 February 2022 (CMB)
<b>For Key Decisions - Mayor's Office sign-off</b>	<b>Mayor's Office</b>	1 February 2022

<b>Appendix A – Further essential background / detail on the proposal</b> <ul style="list-style-type: none"> <li>• A1. Bristol Waste Company Business Plan</li> <li>• A2. Goram Homes Business Plan</li> <li>• A3. Holding Company Business Plan</li> </ul>	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b> <ul style="list-style-type: none"> <li>• B1. Shareholder Group recommendations with respect to Business Plans</li> <li>• B2. Independent Shareholder Advisors commentary on Business Plans</li> <li>• B3. Bristol Holding recommendations with respect to Business Plans</li> <li>• B4. Council Client functions commentary on Business Plans</li> </ul>	<b>YES</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equality Impact Assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>YES</b>
<b>Appendix G – Financial Advice</b>	<b>YES</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b> <ul style="list-style-type: none"> <li>• Exempt Appendix I1. Exempt appendix to Bristol Waste Business Plan</li> <li>• Exempt Appendix I2. Exempt appendix to Goram Homes Business Plan</li> </ul>	<b>YES</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>





**Business Plan**

---

**5 Year Business Plan  
2022-2027**

**BRISTOL  
waste**







## DOCUMENT CONTROL

**Issue No:** 2

**Date:** February 2022

**Document Title:**  
Business Plan 2022-27

**Prepared For:**  
Shareholder

**Contact:**

Bristol Waste Company  
Tony Lawless, Managing Director  
Bristol Waste Company, Albert Road, Bristol, BS2 0XS

**Tel:** 01173 049 580 | **Mob:** 07825 007 726

**Email:** [tony.lawless@bristolwastecompany.co.uk](mailto:tony.lawless@bristolwastecompany.co.uk)

**BUSINESS PLAN 2022-27**



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THINK SAFE  
WORK SAFE  
HOME SAFE

Executive  
summary



Our  
organisation



Delivering  
transformation



SHEQ



People



City waste,  
recycling &  
cleanliness



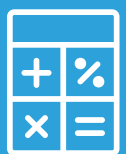
Commercial  
waste



Workplace  
services



Financial  
plan



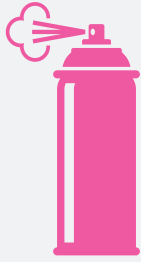
Exempt  
appendices





# Impact Performance 2021

Each year we:



Clean off  
**6,000** instances of  
graffiti



Divert **180,000**  
tonnes of waste from  
landfill



Recycle  
**55,000 tonnes**  
of waste

# 30%

Grown our commercial waste services by 30%, despite the challenges of attracting new business during a pandemic



Responded to  
**8,000**  
street cleansing  
job requests



**687**  
streets engaged with  
(average of 13 per week)



Sold/diverted over  
**37,000**  
items from waste  
through our Reuse Shop



Created approx.  
**£20m**  
in social value for Bristol



Delivered  
**159,576**  
learning & development  
hours to our staff



Cleared  
**10,000**  
fly tip incidents  
(over 1,500 tonnes)





Recycled  
**500,000**  
disposal cups through  
our #ForCupsSake  
campaign



Ran 7 awareness raising  
campaigns, including  
the much-loved  
#LitterHurts and  
hard-hitting Operation  
Waste Watch



Welcomed  
**4**  
apprentices



Diverted  
**4,000**  
litres of paint from the  
waste stream and into use



Donated  
**2,900**  
items to charities  
& organisations



Waste Nothing  
Challenge won the  
LARAC award for  
'Best Waste Minimisation/  
Prevention Project'

Finalists at National  
Recycling Awards;  
Bristol Life Awards  
and Bristol  
Post Awards

Established the  
Clean Streets forum,  
connecting active  
residents with each  
other and us

**1,500**  
litter picking activities  
supported



**7,873**  
communications sent  
to residents



Made  
**17 million**  
scheduled collections



Composted  
**25,000**  
tonnes of waste







ARC	Audit and Risk Committee
ARAC	Audit, Risk and Assurance Committee
ALB	Autumn Litter Blitz
BCC	Bristol City Council
BHL	Bristol Holding Limited
BICs	British Institute of Cleaning Science
BWC	Bristol Waste Company
CAFM	Computer Aided Facilities Management
CRM	Customer Relationship Management
DEFRA	Department for Environment, Food, and Rural Affairs
DRS	Deposit return scheme
EPDs	Elderly Persons Dwelling
EPR	Extended producer responsibility
ESA	Environmental Service Association
EV	Electric Vehicle
FM	Facilities Management
GBSC	Great Bristol Spring Clean
HRA	Housing Revenue Account
HRRC	Household Reuse and Recycling Centre
LARAC	Local Authority Recycling Advisory Committee
LTI	Lost Time Injury
MTFP	Medium Term Financial Plan
MRF	Materials Recycling Facility
NM	Near Misses
NSI	National Security Inspectorate
PD	Property Damage
POE	Project Operational Excellence
RDF	Refuse Derived Fuel
RTI	Road traffic incidents
SDGs	Sustainable Development Goals
SHEQ	Safety, Health, Environment and Quality
SMEs	Small to medium-sized enterprise
VCSE	Voluntary, community and social enterprise sector
WISH	Waste Industry Safety & Health Forum
WRAP	Waste and Resources Action Programme





# Executive Summary

Our business plan for the next year and beyond is to develop Bristol Waste into a more agile, dynamic, high performing organisation, delivering excellent services and value for money to the citizens of Bristol. As we embark on a new chapter, we are committed to continuing to improve the quality of our services, the culture of the organisation and our support of the communities we serve.

Owned by Bristol City Council (BCC), we were established seven years ago to deliver essential waste and recycling services to the city, as well as generating growth and commercial opportunities. This plan sets out our vision and priorities for the next year and a five-year financial forecast to ensure we continue to deliver for Bristol, its communities, and the ambitions of BCC.

## The last 12 months

Over the past 12 months we have made significant progress. Before looking ahead, we would like to take the opportunity to highlight some of the successes we have achieved:

In partnership with our shareholder, we have:

- rolled out a digital inclusion scheme with over 1,500 laptops refurbished and redistributed to those in need in Bristol
- taken 'Big Tidy' to 16 neighbourhoods including a focus on council estates in Hartcliffe, improving the cleanliness of the area for 782 residences
- supported city clean ups after city wide protests, with positive feedback from city leaders for our teams' efforts to return the city centre and college green to a clean state
- developed an industry leading reuse shop
- started construction on the new Household Reuse & Recycling Centre (HRRC) and Avonmouth Phase 2 - bringing a range of new facilities to improve waste separation and landfill reduction
- grown our commercial waste services by 30%, despite the challenges of attracting new business during a pandemic
- successfully taken over the first part of BCC's Facilities Management (FM) contract and welcomed 180 new staff to the company – helping BCC exceed targeted savings and improving service levels.

We are on target to achieve our financial return of £705k (forecast), and as part of this we have delivered savings and efficiencies of £2.5m (forecast) as committed to in the 2020/21 business plan.

The Covid-19 pandemic has tested us all in many ways, but we have been able to continue to deliver services safely, with the health and wellbeing of our staff and local communities our top priority. It meant working differently but we proved up to the task.

We should also recognise that there was a significant issue during the year with garden waste collections, which were suspended for 3 months. The nationwide shortage of HGV drivers combined with the 'pingdemic' impacted Bristol Waste and led to a deficit of trust between some areas of BCC and Bristol Waste.

# REUSE

Rolled out a digital inclusion scheme with over **1,500 laptops** refurbished and redistributed to those in need in Bristol



Taken 'Big Tidy' to **16** neighbourhoods including a focus on council estates in Hartcliffe, improving the cleanliness of the area for **782** residences

Grown our commercial waste services by **30%**, despite the challenges of attracting new business during a pandemic



Developed an industry leading **reuse shop**

# Executive Summary



Thanks to closer collaboration with our BCC Strategic Client in recent months we have reviewed our 2020/21 business plan and priorities, and adapted our approach for the coming year accordingly, including:

- changes to waste and cleanliness initiatives and deliverables to better reflect and align with the council's vision and draft 'Corporate Strategy 2022 – 2027'
- becoming more flexible and agile to ensure we are ready for new services.

BCC, our shareholder and client are at the centre of everything Bristol Waste sets out to achieve. We have common goals and success will be measured by our effectiveness in building a partnership based on trust, confidence and collaboration and a shared agenda that meets the council's financial and service delivery requirements.

We will continue building strong cross team working relationships with our BCC Strategic Client. Both parties now need to turn discussion into action and deliver effective and efficient decision making to ensure we achieve our joint goals and aspirations. This business plan sets out key activities that will drive and support positive change.

We want to play a leading role in the city to tackle the constant issues we face around waste, environment and equality, and we hope this plan demonstrates our commitment and passion to be part of the solution.

## Health and safety

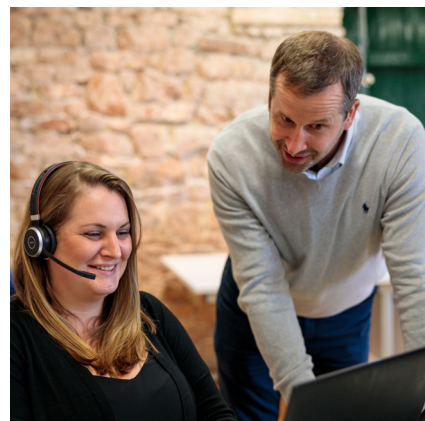
Our operations reach every household in Bristol, and the services we provide are very high profile. It is therefore imperative we do all we can to keep our employees safe and protect the environment and our surroundings. Health and safety has been a central focus in 2021/22 as the business navigated the challenges of the pandemic and adapted to keep everyone healthy and safe. Our Safety, Health, Environment and Quality Team (SHEQ) will continue to evolve, and we are committed to continuing our journey of improvement. Therefore, our priorities for the next 12 months are focused around preventing harm to people and the environment.

We have already implemented a range of improvements in the last year and retained all our ISO accreditations and standards. Equally, the Health and Safety Executive (HSE) are satisfied with our compliance. Despite the positive effort around improvements, the amount of change has had a negative effect on our health and safety results. With Covid-19 restrictions, congested city streets and increased tonnages, we have seen an increase in accidents and incidents.

### Key challenges identified are:

- injuries within the workforce caused by slips, trips and falls
- manual handling
- vehicle or object related accidents
- Road Traffic Incidents (RTIs) caused by turning, reversing and narrow/tight spaces
- 340% increase in reported aggressive behaviour towards staff.

As safety is our number one priority, we are making changes next year to improve the management and structure of our SHEQ team which will provide more training and resilience throughout our business.







# Executive Summary

## Delivering transformation

As part of the change process, we are implementing 'Project Operational Excellence' (POE) which is about making a good business better, improving and innovating for change and helping Bristol Waste become more of a leader in the city. POE will ensure we have the organisation that enables Bristol to accomplish its aspirations to reduce waste, improve recycling, change residents' attitudes, and achieve clean streets - as well as develop its non-Teckal and workplace services businesses.

Bristol Waste needs to be better prepared and ready for change, always. We have faced several challenges in the past months:

- business growth
- an expanding portfolio
- economic challenges of Brexit and Covid-19
- struggles to attract and retain key employees
- the national HGV driver shortage.

To overcome future challenges, as well as deliver new opportunities, our focus is built on four core themes.

We have grown over the last five years, with a significant focus on efficiency which has delivered £8.45m in cost savings, with a further £3.1m planned in 2022-23. However, with the expansion and refocus of the business, we need to ensure there is appropriate strengthening and development of the management organisation, and a focus on becoming a more dynamic business, ready to deal with and overcome the challenges that will inevitably come our way.

### Our four key transformation themes



## Transparency

As a company we need to improve the way we do business to ensure we deliver against our objectives.

An open and transparent approach to communication (not only within Bristol Waste but also between Bristol Waste and its clients, customers and stakeholders), will be a major determinant of how successful we will be in our mission to transform the business.

Such an approach cannot just be about positive communications, we need to have the strength to be honest, share learnings in real time and be clear about what we are going to change as a result.

Our interactions with stakeholders will develop and be enhanced, we are appointing a new member of the senior leadership team who will have a dual focus on leading transformation activities and stakeholder management and relationships.





### City waste, recycling and cleanliness

As city leaders in the sector, we have a responsibility to unlock the potential of the circular economy and work towards net zero carbon. We are also uniquely placed to play a key role in making Bristol one of the best performing cities worldwide on street cleanliness, waste and recycling.

Like many other cities across the UK, we have seen changes to household waste and recycling volumes in the past 12 months, with a disappointing reduction in the city's recycling rate. Our waste to landfill percentage is still in single figures, averaging 8% over the last six months, and we have plans to further reduce this percentage over the next two years. Between April and November 2020/21 and 2021/22 residual household waste has increased by 6.5% (4,324 tonnes) whilst recycling tonnages have decreased by 7.5% (3,771 tonnes).

It's a problem facing other cities across the country, and we are in the process of researching both the composition of waste as well as the attitudes and behaviour of people when it comes to recycling. It is vital we take a leadership role in this issue and tackle it as a matter of urgency. Understanding the actions needed to change behaviours will form the basis of an action plan for improving recycling rates.

To develop this plan, we have worked very closely with the Strategic Client to give the council options for enhancing cleanliness standards, reduce waste and improve recycling rates in the city.

This is still work in progress; therefore, this business plan is based on the current services we offer in this area, with some enhancements that Bristol Waste are funding via efficiencies.

We are absorbing costs for the operation of the Hartcliffe HRRC, and you will see that the main council waste and cleanliness contract makes a small contribution over the life of this plan (£1.8m over 5 years) and will need to be subsidised by commercial waste and workplace services.

The enhancements we are proposing in this base business plan are not just about process changes and efficiencies, they also include a focus on 'village' based cleansing and collections that will:

- drive more pride and a sense of community
- refocus key Bristol Waste teams to tackle difficult areas and challenging problems e.g. the student move out.

### Commercial waste services

The plan includes development of our commercial waste business which is currently delivering a modest profit and has a small, but growing, portfolio of customers. We will be recruiting a new Head of Business Development to ensure that we maximise opportunities. The plan includes profit growth of 56% over the five years.

### Workplace services

Our workplace services have delivered well following a smooth transition from BCC and we now deliver cleaning and security related services for the council. 2022/23 will see the division focus on delivering an outstanding service for this core contract and position us to be ready to bid for future work from 2023/24 onwards.

### Financial

Our five-year plan's financial goal maintains the monetary benefits we deliver to BCC as agreed in the 'Medium Term Financial Plan' (MTFP) and includes interest on debt, rebates and rent. We don't just deliver a financial benefit; we also deliver vital frontline services for the people of Bristol and provide significant social value (approximately £25m per annum).

This business plan delivers a profit for Bristol Waste of £705k in the next financial year, and over the five years a profit of £7.49m. The margin across the business is 1.3%, which is exceptionally low for a business of this scale and with the challenge of a volatile recycle market.

There are significant external cost pressures and in this plan we are including £3.1m of efficiencies and savings which equates to a saving of 7.4% for the main waste contract for next year. We also pay BCC for a range of other services and loan interest which, for the life of this plan, equates to £5.3m.

### And finally

I would like to take this opportunity to publicly thank all our staff for their hard work and dedication during an incredibly challenging period. I recognise that delivering on this aspirational plan will require enormous commitment from our teams and I have every faith we can deliver for the people of Bristol.

**Elaine Holt, Chair**





# Section 1: our organisation

## Business overview

We are a Teckal company, wholly owned by Bristol City Council. The company employs over 800 local people and is responsible for:

- waste collection
- recycling and resource reuse
- street cleansing
- graffiti removal
- fly-tip removal
- bulky waste collection
- Bristol’s Household Reuse & Recycling Centres (HRRCs)
- winter road maintenance
- community engagement and education
- integrated facilities management and workplace services.

We also undertake several non-Teckal activities such as commercial waste and facilities management that supports our Teckal activity.

Each year we:

- clean approximately **740 streets each day**
- divert **180,000 tonnes** of waste from landfill
- recycle **55,000 tonnes** of waste
- remove **6,000 pieces of graffiti** and remove **10,000 fly-tips**
- collect **4,500 tonnes of litter**
- recycle **500,000 disposable cups**
- reuse and divert **37,000 items from waste** through our Reuse shop
- make **17 million** scheduled collections
- provide cleaning and security services to over **450 Council owned buildings**
- provide waste and other services on a commercial basis to generate profit that is reinvested into the business.

Below is our current company vision and purpose. this will be reviewed and amended to reflect the business in 2022/23.

### Our vision

To transform Bristol by creating a better city for everyone.

### Our purpose

We are a service business focussed on delivering customer satisfaction.

### Our values and behaviours

- we are **dedicated**: We strive to make a difference
- we are **curious**: We ask questions and explore possibilities
- we show **respect**: We treat each other fairly
- we take **ownership**: We accept personal accountability
- we are **collaborative**: We come together to reach shared goals
- we work **safely**: We embrace a culture of working together safely at all times.



# Section 1: our organisation



## Our operating principles

This year we are introducing some operating principles. As Bristol Waste is a growing business, we have developed these principles for the three divisions to shape the way they work across the company. These are in essence how the organisation will put its values into practice and get things done:

- we will safely deliver high quality services while we strive to deliver ever better service, we will continue to focus on safety as a core principle
- we will have a positive impact on Bristol
- the quality of our services, the culture of our organisation, our support of the community and our impact on the environment are the basis by which we are judged. All that we do is aimed at having a positive impact on Bristol
- we will grow from strong foundations and transform our business
- we will work to grow our service offering with our existing clients and to build new relationships. In parallel we will enhance our business operations to be more agile, responsive, and dynamic
- we will value the contribution of our people
- we will foster an environment of trust and respect. The success of our company depends on the commitment of everyone towards our goals
- we will remain profitable to sustain growth and provide return for our shareholder
- we will work to ensure that we deliver to all our shareholders' expectations including the financial return.

## Our governance

Since 2015, BCC has been the sole shareholder of several companies, including Bristol Waste, with the aim of commercialising services and investing the profits back into the city. The council directly owns Bristol Holding Limited (BHL) which is the parent company for Bristol Waste Ltd, Goram Homes Ltd and Bristol Heat Network Ltd.

The council oversees the governance structure via this Shareholder Group, which takes a more strategic role. The overall performance of the Group is monitored at this board which provides advice on matters of strategic policy and significant business decisions.





# Section 1: our organisation

## Our governance (continued)

Bristol Waste works on a day-to-day basis with the council's Strategic Client who, with the Chair, oversees the partnership between BCC as commissioning client, and Bristol Waste as the service provider. The main function of the Strategic Client is to monitor delivery progress against agreed plans and ensure clear alignment with BCC strategic outcomes.

The Bristol Waste Board provides challenge, strategy, scrutiny and assurance. The skillsets of the Non-Executive Directors on the Board are aligned to these activities and early in 2022 an additional NED will be appointed to add more waste industry experience.

BHL as parent company provide scrutiny and assurance on topics such as Audit & Risk and Remuneration via the BHL Group Audit and Risk Committee (ARC) and the Group Remuneration Committee.

The governance structure of Bristol Waste is interlinked with BHL. The council is planning to carry out a governance review in 2022 to ensure that the arrangements for governing the BHL group are fit for purpose for the scale and scope of the group. This will follow any decisions that are made regarding the establishment of the City Leap Partnership. For Bristol Waste it is likely that we will see the role of the Strategic Client and Shareholder Group evolving further to ensure strategic objectives are being delivered by Bristol Waste.

Regular reporting is delivered to each of the governing bodies against agreed performance indicators, ensuring we all continue to work together and deliver for the people of Bristol.

## Our contribution to Bristol

**We recognise that we are one organisation in a complicated city ecosystem, where we need to work with partners and residents to make Bristol a cleaner, more sustainable city. Because of this we are a partner in the long-term 'One City Plan for Bristol'.**



Our services connect with every resident in Bristol, and as city leaders in the sector we have a responsibility to unlock the potential of the circular economy and work towards net zero carbon.

We are uniquely placed to play a key role in making Bristol one of the best performing cities worldwide on street cleanliness, waste and recycling.

Bristol City Council, our shareholder and client are at the centre of everything we set out to achieve. We have common goals and success will be measured by our effectiveness in building a partnership based on trust, confidence, collaboration and a shared agenda that meets the council's financial and service delivery requirements.




Bristol City Council, our shareholder and client are at the centre of everything we set out to achieve.



# Section 1: our organisation



## One City aspirations



By 2050 Bristol will be a sustainable city with low impact on our planet and a healthy environment for all. (Bristol One City)

We are an inaugural member of the One City Environment Board, which leads on the delivery of the goals set out in the 'One City Plan' to help accelerate the city's progress towards environmental sustainability.

We are working with the council and partners to meet the city's aims; to minimise residual waste per person to less than 150kg by 2025 and to achieve 65% of household waste to be reused, recycled, or composted by 2025. We are also supporting the city to transition to a circular economy with a particular focus on reuse and repair.

### Case study: the circular economy - bike reuse

Since opening the Reuse Shop at Avonmouth in 2020, we've had interest from customers wanting to buy second-hand bikes. To meet this demand, a bike workshop was set up behind Avonmouth Recycling Centre to repair and refurbish bikes brought to HRRCs. In addition, since 2018 more than 1,700 bikes have been donated to Bristol charities.

Four bike volunteers have been recruited and trained to date, and two members of the Reuse Team have undergone City & Guilds Level 2 training with Lifecycle.

In December 2021 the first bikes were put on the shop floor and are proving popular. In 2022-23 the plan is to expand the number of bikes available and sell component parts.

# BRISTOL ONE CITY

## One City Environmental Targets for 2025



## UN Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are a framework for the major global challenges of economic, environmental, and social sustainability, which every country in the world has agreed to deliver by 2030.

Guided by the goals, it is now up to all of us to build a better future for everyone. Bristol is committed to delivering the SDGs locally – and we have committed to putting the SDGs at the heart of our company. That is why we have aligned our work projects and priorities to the SDGs. For more information about the SDGs and their targets please visit the UN [website](#).





# Section 1: our organisation

## Bristol City Council priorities

Bristol City Council’s draft corporate strategy 2022 – 2027 outlines five principles that influence everything they do:

Bristol City Council corporate strategy principles				
<p><b>Development and delivery</b></p> <p>Develop people, places and partnerships to improve outcomes. Deliver quality public services while releasing the expertise and resources of empowered communities, individuals, community groups and city partners to help shape and deliver city priorities.</p>	<p><b>Equality and inclusion</b></p> <p>Pro-actively and intentionally improve equality and inclusion across the city by designing it into everything we do. Work to make sure that everyone in Bristol feels they belong, has a voice and an equal opportunity to succeed and thrive.</p>	<p><b>Resilience</b></p> <p>Build Bristol’s city resilience through early intervention, minimising our contribution to future environmental, economic or social shocks and stresses. Build our ability to cope by learning from our past, taking a preventative approach and planning for long-term outcomes that support resilience.</p>	<p><b>Sustainability</b></p> <p>Tackle the Climate and Ecological Emergencies while inclusively growing the economy, maximising our positive environmental impacts and avoiding or mitigating negative ones wherever possible. Build our climate and ecological resilience.</p>	<p><b>World class employment</b></p> <p>Role model, influence and promote the highest levels and standards of employment. Work with partners to drive for workforces that reflect the population, and workplaces that are healthy and inclusive, offering a Living Wage as standard.</p>

As a wholly owned company of the council and key supplier we have considered these five areas carefully and are committed to delivering our work in a complimentary way.

### Case study: sustainability

#### Bristol Waste is promoting the circular economy to tackle the Climate & Ecological Emergency through projects such as Electric Avenue.

Electric Avenue turned Black Friday green in 2021, when a pop-up shop gave unwanted electrical items a new home in a bid to inspire residents to be e-waste savvy.

The pop-up shop sold items which would otherwise have been thrown away. They were donated by households across Bristol and cleaned, repaired, safety checked and prepped for their new home by Bristol Waste.

The campaign was a pilot project run in partnership with environmental charity Hubbub and funded by Ecosurety. It aimed to show consumers the value of second-hand electricals, as well as highlighting the environmental impact of e-waste – one of the world’s fastest growing and most toxic waste streams.

As well as extending the life of electrical items, the project highlighted the value of the materials they contain, such as precious metals, which are finite resource that can be recovered in the recycling process.

We saw **985 visited** the pop-up shop, **332 items were rehomed** and **89% of people** said they learnt something new about reusing and recycling electrical items whilst visiting the shop.



### Case study: resilience – responding to the pandemic

#### The global pandemic, Brexit and a national driver shortage brought challenges for the business, but by working robustly and collaboratively, we were able to maintain essential frontline services and keep staff and residents safe. We took learnings from this period and changed our working practices in response.

The impact of Covid-19 hit every area of our work; we saw a 20% increase in recycling and waste, material costs fluctuate, customers forced to close their doors and within the first 10 days of April 2020 we had collected as much glass as we usually do in a month. Our staff became the city’s unsung heroes, with residents clapping in the street and children placing posters of thanks in their windows. We echo that sentiment again now and applaud our teams for the dedication they have shown. Those behind-the-scenes steered the ship, ensuring everything ran smoothly and reassuring the public that we were still there for them.



## Case study: equality and inclusion

Standing up to racism is not just important to us, it is essential. Some of the events that took place across the world, and in our city, last year prompted concerning conversations. As a company we were saddened to hear about the experiences of some of our black colleagues, who told us that racism can still be a part of their everyday lives, but thankful that space had been opened up for us to talk about it.

In response, we made a short film to make people think and help create a better, kinder, more tolerant city. It was made in collaboration with our Diversity & Inclusion Working Group and was led by the staff, **'In their own words'**. The film was well received by the staff and residents.

As a company we work hard to ensure diversity and inclusion is at the heart of everything we do. We have signed the Bristol Equalities Charter and want to ensure the pledges we made are making a difference. Our Diversity & Inclusion Group work with the company to review our policies, and with our staff to educate and support them in challenging racism whenever they see it. We are also rolling out a new training programme for every single staff member and have refreshed our Diversity & Inclusion Policy.

The BCC corporate strategy also identifies key themes:

Bristol City Council corporate strategy themes						
<b>Children and young people</b> A city where every child belongs and every child gets the best start in life, whatever circumstances they were born in to.	<b>Economy and skills</b> Economic growth that builds inclusive and resilient communities, decarbonises the city and offers equity of opportunity.	<b>Environment and sustainability</b> Decarbonise the city, support the recovery of nature and lead a just transition to a low-carbon future.	<b>Health, care and wellbeing</b> Tackle health inequalities to help people stay healthier and happier throughout their lives.	<b>Homes and communities</b> Healthy, resilient, and inclusive neighbourhoods with fair access to decent, affordable homes.	<b>Transport and connectivity</b> A more efficient, sustainable, and inclusive connection of people to people, people to jobs and people to opportunity.	<b>A development organisation</b> From city government to city governance - creating a focussed council that empowers individuals, communities, and partners to flourish and lead.

As a company we contribute towards economy and skills, homes and communities, and most significantly environment and sustainability. Bristol has set ambitious targets to decarbonise the city, support the recovery of nature and lead a just transition to a low-carbon future. The circular economy (of which waste and resources is a key part) is fundamental to meeting these ambitions.

The council has identified measurably cleaner streets and the city producing less waste as key success factors, alongside Bristol being carbon neutral.

We will commit to playing a key role with the council to:

- help meet the **'One City Climate Strategy'** ambitions
- ensure Bristol Waste is **carbon neutral for all emissions by 2030** and support the city to do the same
- create a cleaner city and be a key driver in **Bristol becoming a leader in reducing waste**
- help the city **reduce its consumption of products** and transform its relationship with waste, increasing recycling, repair, reuse and sharing of goods
- use waste to **create energy**
- work to deliver against the **'UN Sustainable Development Goals'**
- ensure we are **resilient to the effects of climate change**.



## Section 1: our organisation

### Bristol’s Waste agenda

**Following the Mayor’s ‘Waste Summit’ in December 2021, we have committed to working with city leaders and stakeholders to change the way waste and the public realm is perceived, treated, and managed in the city.**

**Bristol Waste needs to be an integral part of the solution, in particular:**

- evolving the approach from waste management to resource management
- being a key player in developing a holistic strategy that addresses waste and resources
- being a leader in effective and inclusive community engagement and education
- building and enhancing the new technology that we are introducing to see optimised collection methodologies
- helping the city, its residents, communities, and businesses to fully commit to a Circular Economy ethos.

Bristol Waste will be an active participant in the development of the City’s Resource Management Charter and we will work on a number of short term goals in the city such as activities around student changeover and a neighbourhood based approach to our street cleansing to ultimately delivery change in the city.

In line with ‘One City’ aspirations and our aspirations to integrate the UN SDGs throughout our ambitions, early in 2022-23 Bristol Waste will develop a comprehensive and reliable inventory of our greenhouse gas (GHG) emissions to enable us to track progress toward our climate goals. We are involved in the US SDG Ambition Accelerator programme and will be embarking on a 6-month journey to assess current performance, identify risk areas, discover new opportunities across business units and functions and take ambitious business action towards achieving the SDGs. Bristol Waste is committed to developing a plan to reduce carbon emissions and declaring a 2030 Net Zero ambition by the end of 2022-23. Bristol Waste will work with the Council to develop a Carbon Action Plan.

### Strategic value

The creation of Bristol Waste in 2015 was a strategic decision by BCC to ensure the delivery of key waste services in the city after significant issues with the private sector supplier.

The business has grown and is now more diverse - delivering commercial waste services alongside the municipal waste contract and workplace services for the council.

The facilities management contract has already shown how savings and improved productivity can be implemented by working closely with the council. The facilities management contract for soft services will reduce the fixed price element of the works by circa £2.8m over the five-year agreed contract period. This is on top of any surplus generated by Bristol Waste which goes into service improvements or supports the overall contract.

There are many potential opportunities within the council where Bristol Waste could deliver the service, leading to operational improvements and additional surplus.

We propose working closer with the council to identify any areas which, if backed up by a robust business case, could be passported to Bristol Waste to operate.

As opportunities start to increase Bristol Waste and the council need to decide what benefits the city most – going out to the commercial market around Bristol or working together to get a joint benefit of a reduction in fixed contract spend along with an additional surplus to reinvest into key services for residents.



There are many potential opportunities within the council where Bristol Waste could deliver the service, leading to operational improvements and additional surplus.



# Section 1: our organisation



## How the shareholder can help our success

BCC, our shareholder and client are at the centre of everything Bristol Waste sets out to achieve. We have common goals and success will be measured by our effectiveness in building a partnership based on trust, confidence and collaboration and a shared agenda that meets the council's financial and service delivery requirements.

This business plan sets out Bristol Waste's commitments to its shareholder, and the key areas where the council can assist.

## Waste & recycling

To deliver an ongoing improvement in Bristol's waste and recycling ambitions we need to ensure that the governance process between Bristol Waste and BCC balances the needs of city stakeholders, such as residents and the political leadership, with the operational and climate emergency requirements.

With all operational methodology changes requiring a full council authority process, this can limit the speed of possible changes, especially when it is aligned with the political timeline. The operational changes that are required to deliver a significant shift in behaviour sits within the control of the council, and finding a suitable decision pathway will be essential in 2022/23.

## Teckal growth

As previously stated, we are open to taking on further areas of work with Bristol City Council, and initial conversations to understand opportunities have started. Senior stakeholders from both organisations need further discussions to understand Bristol Waste's potential offer and capability. A key enabling element is the relationship required between Bristol Waste and the council's procurement process and team. The outputs of the council's 'Common Activities' project and the move towards adopting a 'Corporate Landlord' approach which will generate risks and opportunities for Bristol Waste.

## Social value

As a BCC owned company, creating positive social impact is at the heart of what we do. In 2021-22 we expect to deliver more than £25m of social value to Bristol. This will increase in 2022/23 with more local employment from our Workplace Services directorate and focus on initiatives for long term unemployed and underrepresented groups across the company. Our 'Social Value Programme' links to BCC goals in this area.

We want to meet the highest standards of social and environmental performance, public transparency and to build a more inclusive and sustainable economy. We will be aligning with 'B Corp Accredited Company' principles. This will enable us to verify the impact of our decisions on our colleagues, customers, suppliers, community and the environment.

We have also recently established a company 'Volunteering Action Group' to help to; improve culture, increase social responsibility, strengthen our corporate purpose and improve decision making across the organisation.

## In 2021 Bristol Waste:



donated  
**150 bikes** to  
local charities  
& organisations



donated **500**  
**mobility aids**  
to PhysioNet

- donated **2,900 items to charities & organisations** including St Mungos, Oasis, Bristol Brunel Lions, Baby Bank, Aid Box, Tutor Dr, Malcom X and St Peter's Hospice
- donated **45 items** to Bristol City Council Homelessness Prevention Team.



# Section 1: our organisation

## External environment

The below PESTEL and SWOT outlines the high-level external environment and situational assessment for Bristol Waste. We are currently operating in a changing external environment with lots of new legislation and ambitious city and UK targets to respond to.

### PESTEL

<p><b>Political</b></p> <ul style="list-style-type: none"> <li>• Gov focus on growth in response to Brexit and C19</li> <li>• Environmental and zero carbon priorities growing in importance post COP 26</li> <li>• Local authority funding under significant pressure</li> <li>• Local elections in 2024</li> <li>• Local mayoral referendum in 2022</li> </ul>	<p><b>Economic</b></p> <ul style="list-style-type: none"> <li>• Record levels of borrowing</li> <li>• High employment levels with skill shortages in some sectors</li> <li>• Higher wages, rising energy prices and supply chain constraints likely due to fuel inflation and Covid</li> <li>• Increasing pressure on funding local services</li> <li>• Protracted restructuring of UK economy post Covid</li> </ul>	<p><b>Social</b></p> <ul style="list-style-type: none"> <li>• Pandemic accelerated societal changes such as home working</li> <li>• Increase in citizen's demanding change (equality and environmental)</li> <li>• Inequalities further exposed by pandemic</li> <li>• One City Plan and Approach brings together public, private, voluntary and third sector partners within Bristol to make Bristol a fair, healthy and sustainable city</li> </ul>
<p><b>Technology</b></p> <ul style="list-style-type: none"> <li>• Social media influencing political agendas</li> <li>• Rise of Artificial Intelligence presenting opportunity</li> <li>• Data increasing in importance (use, abuse, ownership)</li> <li>• Technology and robotics improving productivity and efficiency</li> </ul>	<p><b>Environment</b></p> <ul style="list-style-type: none"> <li>• Climate and ecological emergency now discussed in mainstream</li> <li>• Rising levels of concern and engagement across society and governments</li> <li>• Increasing public awareness of recycling, plastic pollution and eco-friendly products</li> <li>• Ambitious local, national and global climate targets have been set (e.g. net zero carbon)</li> <li>• Bristol Clean Air Zone implemented by Summer 2022</li> </ul>	<p><b>Legal</b></p> <ul style="list-style-type: none"> <li>• Approval of the Environmental Act in Nov 2021 will lead to new legislative changes in 2022</li> <li>• Awaiting DEFRA responses to consistency of collections, EPR and DRS consultations</li> <li>• Gov consultation re security/ public spaces may lead to legislative changes</li> <li>• Increasing focus on worker rights</li> <li>• UK Legislation to be developed post Brexit</li> <li>• Continued need to manage data protection</li> <li>• Increasing use of environmental legislation to influence behaviour</li> <li>• Plastic tax in 2022</li> </ul>

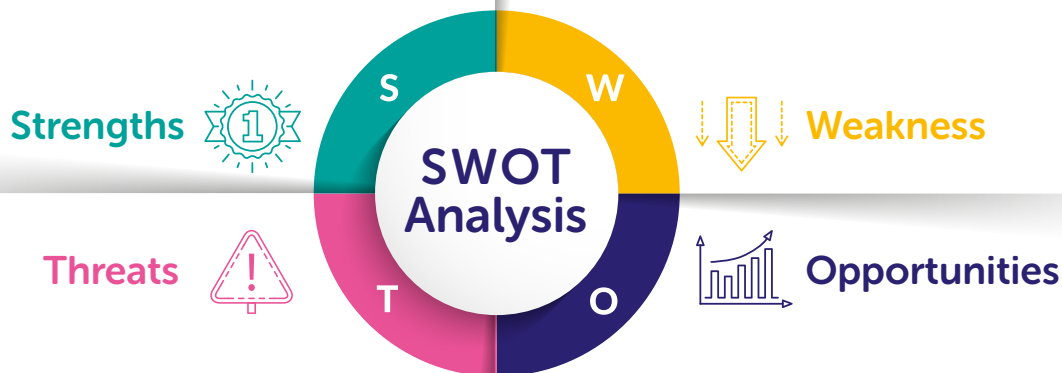
# Section 1: our organisation



## SWOT analysis

- Partnership with BCC stronger - open and transparent relationship after a difficult period
- Committed to investing in and providing agile, efficient operations to improve service delivery
- Investment in state-of-the-art fleet and plant equipped with smart technology
- Quality of our recycle materials and UK based processing network.
- Award winning Innovations, Communications & Reuse teams
- "Bristol" brand. Local base with local knowledge with all surpluses being reinvested for the benefit of the city
- Leading English core city for recycling
- Non teckal business continues to grow despite pandemic
- First transition of BCC FM services implemented successfully and expanding busines portfolio
- Opening new Hartcliffe HRRC in 2022

- Increasing pressure on costs:
  - Scarcity and competition for staff, particularly drivers
  - Supply chain costs
  - Local Authority finances
- Low levels of enforcement across the city
- Single point of failure for Albert Road baler facilities
- Management capacity
- Reduction in trust due to garden waste service suspension



- Longer term economic and societal impacts of Covid and Brexit
- Local Authority impacts from Covid and Brexit
- Recyclate market volatility
- Increasing competition in the marketplace
- Market value and market availability
- Further and additional Local and National legislation and regulation such as consistency of collections, DRS and EPR for waste
- Security providers operating in public spaces
- M & E recommendations following Grenfell Report II
- Unable to fully influence recycling headline rate.
- BCC / BWC alignment re service changes – balance to be found between financial, societal, environmental and political city needs residents

- Build on the BCC relationship with the new Strategic Client approach
- Avonmouth – space to improve waste mining processing facilities and add new waste resource income streams
- Lead behaviour change with residents on recycling and waste behaviour
- Play a leadership role in waste, cleanliness and recycling for visibly cleaner streets and to meet city environmental targets
- Commercial (Non-Teckal) growth for integrated waste services
- Investment in new systems, technology and processes to improve Integration and efficiency
- Growing reuse material streams and market demand
- Successful implementation of "The Village" approach in 2022 leading to:
  - improvements in cleanliness and waste service
  - improved community attitude to waste, cleanliness & recycling
- Implementation of range of enhanced services for BCC
- DRS and EPR to support service improvements for residents
- Maximise on data-led systems developed in 20/21 to drive service improvements/ innovations
- Potential new markets such as M&E



# Section 1: our organisation

## Key Strategic Risks

See below a high-level summary of the strategic business risks related to this business plan. These risks feed into our risk framework with appropriate mitigations.

Category	Key risk	Description
Operational/ delivery risks	High level of business change leading to capacity issues	Changes to services for waste/ cleanliness plus additional facilities management business.
	Inability to modernise business	Enhancements to process, people management required to ensure BWC is fit for the future.
	Buoyant employment market	Potential capability and people gaps impacting ability to deliver services.
	Inability to realise benefits from efficiencies	Significant embedded efficiencies not realised resulting in increased costs/ reduced income.
External events	Unforeseen events	There is a risk that a significant unforeseen event, such as a safety or an economic event impacts Bristol Waste's ability to deliver.
	External economic events	External events such as COVID, inflation and Brexit have greater or longer than anticipated impacts on the economy which has a knock-on effect in the business.
Health, safety and environment	HSE performance	A catastrophic incident may occur due to Bristol Waste activities e.g. single fatal event.
Bristol Waste impact on stakeholders and environment	Bristol Waste strategic management of stakeholders	Bristol Waste perceived not to listen to the views of the communities it delivers to, that it fails to deliver on its promises and that it lacks accountability for areas that are not Bristol Waste's responsibility. This could impact of BCC's reputation.
	Climate change challenges and sustainability goals	Post COP26 there is a greater pressure on sustainability goals. Bristol Waste's ability to influence and change resident and commercial business behaviour does not achieve recycling and waste reduction goals.
Market constraints	Market impacts	Significant income derived from recycle – prices driven by worldwide market conditions.
	Inflation	Labour/ materials/ supply chain costs increase.
	Attitudes to waste	Significant behavioural change does not take place to reduce waste tonnage/ increase recycling rates
Shareholder	Impact of timely decisions on Bristol Waste	There is a risk that slow decision making from BCC that could lead to new services not delivered and associated improvements to city cleanliness and recycling targets not being achieved.

# Section 1: our organisation



## Key Performance Indicators

We have developed some corporate Key Performance Indicators (KPIs) that are summarised in the table below. There is more work to be undertaken to define the targets and this will be completed in due course. Underpinning these corporate KPIs are a full set of divisional KPIs that target all aspects of business delivery and performance.

nsu	SHEQ/ESG/ Financial / Delivery	Corporate Measure	21/22 YTD	22/23 Proposed	Likely to miss	At Risk	On target
1	Safety	RIDDOR Incidents					
2	Safety	Lost Time Injury Severity Rate					
3	Safety	Lost Time Injury Frequency Rate					
4	Social	Improved EDI Balance (combined performance of % women, % ethnic minorities)					
5	Social	Employee turnover %					
6	Social	Sickness %					
7	Environmental	% Waste to landfill					
8	Environmental	Household recycling %					
9	Environmental	Reduction in carbon emissions - Scope 1 (Scope 2 & 3 to be baselined in 22/23)					
10	Delivery	Delivery of business milestones					
10a		Achieve all milestones for BCC waste and cleanliness services					
10b		Achieve all milestones for FM business					
10c		Achieve all Project Operational Excellence milestones					
11	Delivery	Customer Satisfaction					
12	Financial	Budget Performance versus Plan					
13	Financial	Productivity/profit targets achieved					
13a		Net cost of waste collection per household (agree measure and baseline 22/23)					
13b		Net cost of recycling per household (agree measure and baseline 22/23)					
13c		Net cost of cleansing per XXXXX (agree measure and baseline 22/23)					
14	Financial	Average profit margin for non teckal business					
15	Financial	Delivery of planned efficiencies target £3.1m					
16	Social	Staff engagement survey response rate – greater than 70%					
17	Social	Staff survey engagement score greater than 70%					
18	Social	Percentage of acceptable clean streets across the city – Baseline in 22/23					
19	Social	Gap between 10% most deprived wards & city wide, recycling, waste and cleanliness – Baseline in 22/23					



## Section 2: delivering transformation

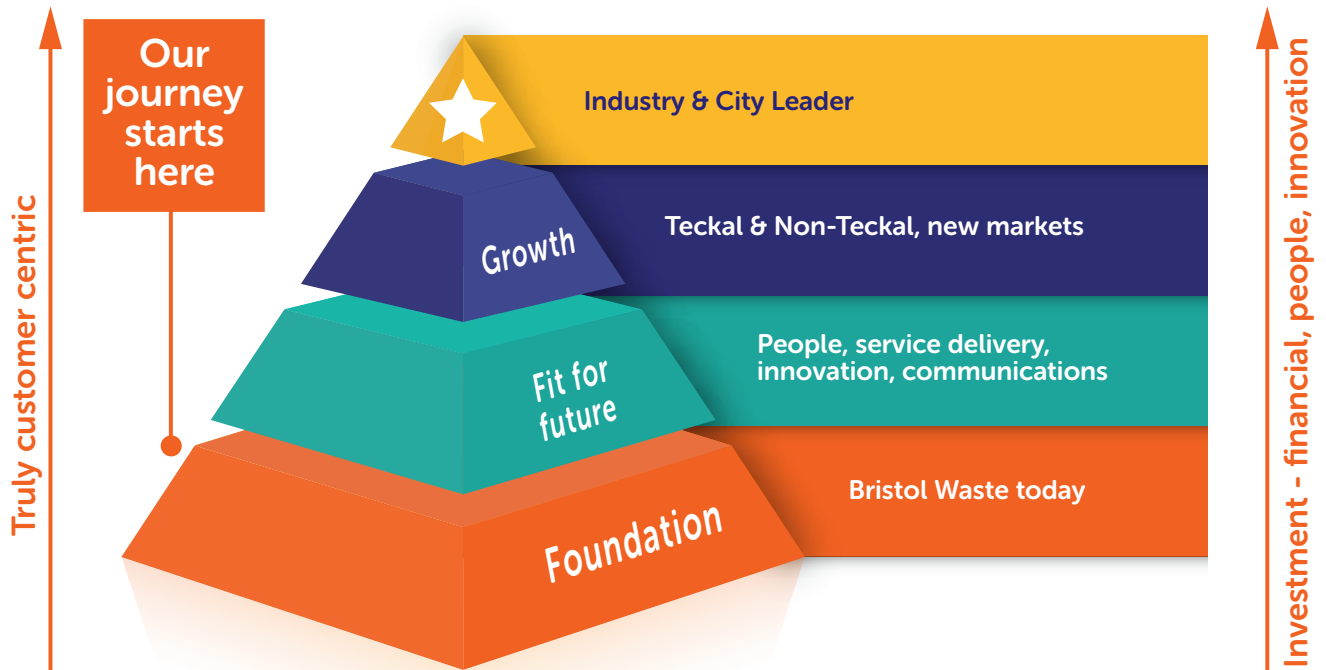


“We must be solutions focussed.”  
(Marvin Rees, Mayor of Bristol, State of the City 2021)

### Summary

Bristol Waste is still a relatively young organisation with a focus on delivering value for money and a good service for the city. The skills are within the workforce to deliver transformation - since 2018 we have adapted operations to deliver £8.5m of efficiencies, with a further £3.1m already planned and in delivery for 2022-23.

We have a good foundation on which to build, and now our focus is on making a good business even better. 2022/23 is all about ensuring we are fit for the future – building our resilience and giving us a strong platform from which to grow the business.



As we transition to this new stage in our journey, we are focused on building a business that can:

- deliver ambitious operational outcomes
- bring significant change to the city waste and resources system and resident behaviours
- respond to the changing needs of the city and the council as our shareholder and core client.

As such, we have agreed some overarching transformation aims:

- improve the culture and strengthen the relationship with the council as our Strategic Client
- modernise our systems and processes to become a more agile, dynamic, and high performing organisation able to respond to external challenges and the changing needs of the city
- grow our position as a city leader enabling Bristol to accomplish its aspirations to reduce waste, improve recycling and have visibly cleaner streets
- help Bristol to become a “best performer” in waste and cleanliness - we are already a leading core city in many areas, but we want to do even more
- become more data-lead and measure our successes by outcomes rather than outputs.

To deliver against these aims we have designed 'Project Operational Excellence' (POE).



# Section 2: delivering transformation



## Project Operational Excellence (POE)

With an original remit to tackle the issues caused by the national driver shortage, POE has evolved.

It now has a longer-term goal of transforming the business through a series of themes:

1. focus on our teams – our people matter
2. achieving our ambitions – agile, dynamic and high performing service delivery
3. collaborating and innovating to improve our business
4. transparent and open communication – working with our customers, partners and communities to deliver for Bristol.

Focusing on getting these basics right will give us a strong platform from which to expand the business.



## 2020 – 21 challenges

**Bristol Waste faced challenges in 2020-21:**

- business growth
- an expanding portfolio
- economic challenges of Brexit and Covid-19
- struggles to attract and retain key employees
- national HGV driver shortage.

We recognise that at times we haven't always met these challenges – needing to suspend Garden Waste for 3 months in 2021.

This is why we have developed 'Project Operational Excellence'.

Today's challenge is driver shortage, tomorrow it will be something different, but we will ensure we are ready to adapt and respond.

## POE approach

As part of this change, we need to ensure a clear focus on delivering solutions across our divisions. Internally we need to break down silo working and formalise a 'Project Management Office' (PMO) function to help us:

- prioritise delivery
- move to an agile project management approach
- keep track and report performance (to board and Strategic Client)
- report and respond to risks/ problems in a timely and transparent way

We will adopt a 'One Team' approach seeing the whole business and our Strategic Client as one team, to drive solutions and ensure we are fit for the future.



## Section 2: delivering transformation

### POE themes – ensuring we are fit for the future

This business plan has been developed to help us meet our POE ambitions and embed its aspirations in all that we do. 2022/23 is all about ensuring we are fit for the future – building our resilience and giving us a strong platform from which to grow the business. To help achieve these objectives Bristol Waste are investing in a new role, Director of Transformation, to lead coordination of transformation activities. As a direct report to the MD this new role will play an important part in supporting the transformation of the business.

Below gives a summary of the key priorities and deliverables for 2022/23.

Fit for the future. Delivering transformation for our:	
<b>Customers</b>	Unlocking the benefits of service improvements, new technology and integrated services to deliver: <ul style="list-style-type: none"> <li>• customer focused services</li> <li>• consistent services</li> <li>• better value</li> <li>• cleaner streets</li> <li>• innovative campaigns</li> </ul>
<b>People</b>	Unlocking the capability of our people to realise their full potential to deliver more via: <ul style="list-style-type: none"> <li>• opportunities to learn and grow</li> <li>• trust and respect</li> <li>• responsibility</li> <li>• involvement</li> </ul>
<b>Stakeholders</b>	Unlocking the strength of our relationships to deliver more: <ul style="list-style-type: none"> <li>• environmental sustainability</li> <li>• engagement</li> <li>• involvement</li> <li>• collaboration</li> <li>• new thinking</li> </ul>
<b>Shareholder</b>	Unlocking the value of the business to deliver more: <ul style="list-style-type: none"> <li>• growth</li> <li>• taxpayer value</li> <li>• economic prosperity</li> <li>• regional industry benefits</li> <li>• long term stability</li> </ul>
<b>Environment</b>	Unlocking our resources to be net zero by 2030 to: <ul style="list-style-type: none"> <li>• enable a circular economy</li> <li>• improve recycling rates</li> <li>• send zero waste to landfill</li> <li>• reduce waste</li> </ul>

### Priority 1: focus on our people and teams - ensuring we have the right people in the right place with the right skills

Our people are key to delivering the change we want to see, this year we will focus on building a ‘One Team’ culture and supporting our people to be able to deliver the ambitious operational outcomes we have set. The ‘People’ and ‘Safety, Health, Environment & Quality’ sections of this business plan provide details how we will do this.

### Priority 2: drive agile, dynamic and high performing service delivery – taking a truly customer centric approach to achieve our ambitions

We will maintain a constant focus on providing excellent service delivery to our customers as set out in this plan, with a PMO to help keep us on track. Becoming more data lead, embracing technology and measuring our successes by outcomes rather than outputs, will ensure we are able to respond to a changing environment with the customer at the heart of our decisions and activity.

In 2022/23 Bristol Waste are looking to engage with a lean management and continuous improvement expert, to walk through all departments of the business to ensure that the processes used are not siloed and can flow seamlessly through different departments. This will ensure best value for our systems and staff, while pointing out potential savings.

## Section 2: delivering transformation



The 'City waste, recycling and cleanliness' section of this business plan sets out ambitious operational priorities for 2022/23 including a significant change programme for street cleansing – the 'village approach'. We also have a key focus on resident behaviour change to support the city's 'One City' ambitions and will introduce new solutions to support our transient populations, such as our large student base, with waste management.

We will build on our positive customer service, delivered via the complaints team and community engagement teams, to do more to talk to and support our end customers and city residents.

### In 2022/23 we will:

- introduce neighbourhood cleansing crews as part of our village approach who will be more visible and flexible to respond to area need
- ensure that all our employees are ambassadors for Bristol Waste
- improve our performance and management of our work and its impact on local communities including the introduction of service quality assurance team
- invest in new technology and IT systems to make reporting issues easier for colleagues and residents, and make sharing of service information available to residents in 'real time'
- consider how to respond to residents changing expectations of online platforms as customer service tools.

### Embracing technology

Technology trends continue to accelerate, and the forecasts are for the rate of technology change to increase in the coming decade. Bristol Waste will continue to embrace technology to transform its business. In recent years Bristol Waste has introduced new systems that have led to significant efficiencies and business benefits, in 2021 we introduced:

#### Alloy

The bespoke system that links the BCC CRM and the Bristol Waste municipal waste frontline services. It allows the crews to digitally communicate with Bristol Waste & BCC customer services and allows dynamic real time work reassignment with enhanced data insight and reporting.

#### Asset minder

The fleet management system that allows workshop staff to input directly into a system when vehicles are serviced and repaired. It automatically gives a cost per vehicle per annum. This saves time and paper and keeps all records in one place.

#### Waste logics

The commercial waste management system is designed to have all customers in a live system. Crews report on issues live, with responses going to customers. Instructions and ad hoc works can be channelled through the system directly to crews.

#### Itrent ESS

The HR portal gives staff the ability to self-serve. The introduction has reduced the volume of calls to HR/Payroll and managers and supported improved tracking, monitoring and service.

We continue to review ideas for technology that could add benefit to business processes, information collection and behaviour change. We will focus on automation, integration, and smart technology. The business will look at solutions for several areas including technology that could aid aspects of collection process and logistics. For example, smart bins robotics for semi-autonomous waste collection vehicles and workforce planning. There remains substantial room to improve the waste collection process in the future and to align it with the needs of a circular economy.

In 2022/23 the following technology improvements will come online:

#### Wave

The new Computer aided FM (CAFM) system that allows all jobs, schedules, planned maintenance and servicing to be managed on a cloud-based system, with reporting elements that can be made bespoke for clients.

#### ECO online

This is the new Safety system that allows input for all inspections, accidents, incidents and near misses, this will vastly improve recording of events and allow for smarter analysis of data, to ensure that trends and patterns are captured, and solutions put in place to reduce accidents and incidents, whilst promoting good behaviour.

Further improvements to Alloy and Waste Logics are also scheduled along with continuing work to ensure a seamless joining up between systems and a solution for workforce planning across the business.



## Section 2: delivering transformation

### Priority 3: collaborate and innovate

**Be part of the city’s solution to the climate and ecological emergency and improve our business.**

We can’t deliver the change the city wants (and needs) to see alone. Following the Waste Summit held by the Mayor of Bristol in Winter 2021, and through our role on the ‘One City Environment Board’, we have committed to working with the city’s leaders and stakeholders to change the way waste and the public realm is perceived, treated, and managed in the city – helping us get closer to the ‘One City’ aspirations.

Areas of focus for collaboration and innovation in 2022/23 include:

- deliver neighbourhood initiatives and partnerships to deliver cleaner streets
- focus on waste pilots to improve street scene, reduce waste, increase recycling and reach One City ambitions
- exploring how we can tap into Bristol as a ‘smart city’ leader and the innovative technology and intelligence of the council’s operation centre
- move to the ‘village approach’ will mean we are better placed to respond in an agile way at a neighbourhood level, making collaboration with partners easier at a local level
- engage universities to gain support and deliver ‘students on the move’ project.

### Priority 4: be transparent and open in our communications

**Be part of the city’s solution to the climate and ecological emergency and improve our business.**

Bristol Waste serves a wide stakeholder base that includes our customers, Bristol residents, the city’s political leadership, council leadership, industry partners and many more. We aim to ensure that all these groups are kept appropriately informed, consulted, and engaged.

Influence	Engage	Inform
<ul style="list-style-type: none"> <li>• national and Bristol policy makers</li> <li>• future partners</li> <li>• government departments/ officials via Bristol City Council</li> <li>• local media</li> <li>• Bristol City Council procurement and commissioning teams</li> <li>• Bristol’s Mayor and Cabinet</li> <li>• West of England’s Mayor</li> <li>• Bristol’s councillors</li> <li>• national industry associations</li> <li>• city partners – National Highways, Network Rail, universities, utility companies etc.</li> </ul>	<ul style="list-style-type: none"> <li>• staff</li> <li>• Bristol City Council client team</li> <li>• Bristol City Council Strategic Client</li> <li>• Bristol City Council Shareholder</li> <li>• Bristol’s Mayor and Cabinet</li> <li>• Bristol City Council’s senior management</li> <li>• supply Chain</li> <li>• Environment Agency</li> <li>• Highways England</li> <li>• One City &amp; partnership boards</li> <li>• councillors</li> <li>• unions</li> <li>• local media</li> <li>• partners</li> <li>• community groups</li> <li>• charities</li> </ul>	<ul style="list-style-type: none"> <li>• staff</li> <li>• policy makers</li> <li>• community groups</li> <li>• council officers</li> <li>• auditors</li> <li>• Bristol City Council companies</li> </ul>

The formation of the Strategic Client group with the council in Autumn 2021 was welcomed and we continue to focus on strengthening our relationship via this group. An open and transparent approach to communication, within Bristol Waste and between us and our clients, customers and stakeholders, will be a major determinant of how successful we will be in our mission to transform the business.

# Section 3: safety, health, environment & quality



'Think safe, work safe, home safe'

## Summary

**Safety, Health, Environment and Quality (SHEQ) is our priority. As the company evolves, we will always ensure safe working practises are engrained across the business, to protect our colleagues, residents, and the environment.**

The health and safety of our people, customers and everyone visiting our sites is paramount to all that we do. We believe that everyone has a part to play in safety.

Health and safety has been our central focus in 2021/22 as the business has navigated the challenges of the pandemic. We have successfully improved our risk profile, core health and safety training, and environmental compliance over this period.

### Our progress has been recognised externally through:

- maintenance of our multiple ISO standards
- all three health and safety executive site visits achieved satisfactory compliance.

Despite the effort of our hardworking teams, this amount of change has had a negative effect on our health and safety results. With Covid-19 restrictions, congested city streets and increased tonnages, we have seen an increase in accidents and incidents. We have taken learnings from these events to produce a targeted plan for improvement in 2022/23.

### Key challenges identified are:

- injuries within the workforce caused by slips, trips and falls
- manual handling / musculoskeletal issues
- vehicle or object related accidents
- RTIs caused by turning, reversing and narrow/ tight spaces
- stress, poor mental health & wellbeing absences.

In addition, we have seen a 340% increase in reported aggressive behaviour towards staff. This is UK wide with a marked increase in incidents of violence and aggression since the onset of the pandemic.

SHEQ will continue to evolve, and we are committed to continuing our journey of improvement. Therefore, our priorities for the next 12 months are focused around preventing harm to people and the environment.

In support of the SHEQ team the board will be conducting a deep dive on health and safety 4 times a year. These reviews are where the board will focus on unexplained trends, non-compliance issues, unsatisfactory responses or analysis from the executive team, specific incidents, or high potential near miss events. As safety is the Boards top priority the board will be seeking clear assurance about the progress and delivery of all safety activities.

## SHEQ achievements 2021/22

This year has been pivotal for Bristol Waste's SHEQ journey of progressing standards and improving culture. Some of the key elements have included:

- adapting and maintaining Covid-19 secure standards
- onboarding new workforce and business activities ensuring they imbed our SHEQ standard
- focus on driver competency, increasing SHEQ teams to include driver training
- focusing on leading indicators to support supervision, monitoring, inspection, training and corrective action
- refreshing core training, communication, and safe working procedures
- embedding SHEQ into our many projects, including CDM oversight
- improving fire prevention and preparedness, investing in monitoring and suppression
- maintaining ISO45001, ISO14001, ISO9001, ISO27001 and working towards new ISO41001 in facilities management.

### Other SHEQ focus in the year included:

- chemical safety
- workwear
- business continuity
- route and premises risk assessment
- lone working
- traffic safety
- noise
- manual handling / musculoskeletal issues
- aggression towards staff
- environmental permits and consent
- contractor safety.

## Section 3: safety, health, environment & quality



### Section 3: safety, health, environment & quality

SHEQ		
<p><b>Aim:</b> prevent harm to people and the environment and bring about continuous improvements in all that we do.</p>		  
<p><b>Priority 1 - risk profile</b></p>	<p><b>What</b> Establish and maintain an effective risk profile across the whole business.</p>	<p><b>Why</b> To ensure all tasks and activity risks are recognised, assessed, and controlled.</p>
<p><b>Key deliverables</b></p>	<p><b>What</b></p> <ul style="list-style-type: none"> <li>Risk assess and implement controls including key construction projects: Hartcliffe; Avonmouth Phase 2. Business change projects.</li> </ul>	<p><b>When</b></p> <ul style="list-style-type: none"> <li>In time for go-live ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>Risk assess and modify controls by continuing with developing change management controls to enable safe change and target best practice.</li> </ul>	<ul style="list-style-type: none"> <li>ongoing</li> </ul>
<p><b>Priority 2 - accident / incident preventions</b></p>	<p><b>What</b> Effective management and review of accidents and incidents to prevent re-occurrence.</p>	<p><b>Why</b> To ensure key learnings from Bristol Waste incidents and external cases are taken and imbedded to prevent harm, reduce costs and comply with legalisation and best practice.</p>
<p><b>Key deliverables</b></p>	<p><b>What</b></p> <ul style="list-style-type: none"> <li>Accident prevention (common cause and high-potential events) by:</li> </ul>	<p><b>When</b></p>
	<ul style="list-style-type: none"> <li>Implementing eco-online - new accident, audit and actions software.</li> </ul>	<ul style="list-style-type: none"> <li>Q2 2022</li> </ul>
	<ul style="list-style-type: none"> <li>Deep dive specific events and study cause trends.</li> </ul>	<ul style="list-style-type: none"> <li>monthly</li> </ul>
	<ul style="list-style-type: none"> <li>Implement required changes.</li> </ul>	<ul style="list-style-type: none"> <li>ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>Road traffic incident reduction with a focus on skill sets and Safe work practices via:</li> </ul>	
	<ul style="list-style-type: none"> <li>Assessment and on-boarding new drivers.</li> </ul>	<ul style="list-style-type: none"> <li>Q3 2022</li> </ul>
	<ul style="list-style-type: none"> <li>Monitoring and coaching.</li> </ul>	<ul style="list-style-type: none"> <li>Q3/4 2022</li> </ul>
	<ul style="list-style-type: none"> <li>New driver training.</li> </ul>	<ul style="list-style-type: none"> <li>ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>Post-accident management (insurance, customers and cost) including:</li> </ul>	
	<ul style="list-style-type: none"> <li>Trial company to manage 3rd party recovery, repair and cover.</li> </ul>	<ul style="list-style-type: none"> <li>Q1/2 2022</li> </ul>
<ul style="list-style-type: none"> <li>Continue to develop accident investigation skills. recovery, repair and cover.</li> </ul>	<ul style="list-style-type: none"> <li>Q2 to Q4 2022</li> </ul>	
<ul style="list-style-type: none"> <li>Focus trends &amp; case management with BCC and insurance teams.</li> </ul>	<ul style="list-style-type: none"> <li>monthly</li> </ul>	



# Section 3: safety, health, environment & quality



SHEQ		
<b>Priority 3 - communication</b>	<b>What</b> Establish and maintain effective communication across the whole business.	<b>Why</b> Two-way communication is vital to ensure effectiveness of the company's management systems.
<b>Key deliverables</b>	<b>What</b> • SHEQ focus: monthly topic, results and learnings	<b>When</b> • once a month
	• SHEQ workforce engagement:  - Expanding health and safety committee, focusing feedback and monitoring activities.	• bimonthly
	- Utilise working groups to support key changes.	• ongoing
<b>Priority 4 – competence</b>	<b>What</b> Continuously improve competency across the business.	<b>Why</b> To ensure our workforce have the skills, knowledge, attitude and training and experience to perform their roles to the best of their abilities.
<b>Key deliverables</b>	<b>What</b> • Core competence for frontline staff including:	<b>When</b>
	- Continue developing competency standards for workforce, with initial focus on drivers and crews.	• ongoing
	- Implement iTrent learning and development module.	• Q3/4 2022
	• Development and coaching of supervisors and managers with a focus on 4 core training modules: risk assessment; monitoring; accident investigation; leadership conversation.	• ongoing

Continued overleaf



## Section 3: safety, health, environment & quality

SHEQ		
<b>Priority 5 – compliance</b>	<b>What</b> Ensure Bristol Waste is fully compliant with legislation, standards and guidance.	<b>Why</b> To prevent harm, maintain our certification, and comply with legalisation and best practice.
<b>Key deliverables</b>	<b>What</b> • Health and safety compliance:	<b>When</b>
	- Extend ISO45001 to Bristol Workplace service.	• June 2022
	- Gap analysis for new activities.	• ongoing
	- Timely close out of health and safety non-conformances.	• ongoing
	• Environmental compliance:	
	- Extend ISO14001 to Bristol Workplace Service.non-conformances.	• June 2022
	- Continue work to obtain all required permits, consents and permissions required for projects. non-conformances.	• ongoing
	- Gap analysis for new activities.non-conformances.	• ongoing
	- Timely close out of health and safety non-conformances.	• ongoing
	• Standards, guidance and best practice:	
	- HSE focus topics (HR & SHEQ) – Homeworking, Mental Health & wellbeing, Musculoskeletal issues, Occupational Lung Disease (OLD).	• ongoing
	- Embedding H&S policies, procedures and reporting to cover remote/ homeworking.	• ongoing
	- Extend ISO9001 certification to Bristol Workplace Service.	• June 2022
	- Maintain ISO27001 certification in IT Reuse.	• ongoing
	- Achieve certification of ISO41001 in Facilities Management.	• June 2022
- Review and implement WISH, ESA, BICs and NSI standards.	• ongoing	



## Section 3: safety, health, environment & quality



SHEQ		
<b>Priority 6 - environment</b>	<p><b>What</b> Develop a programme to embed environmental considerations into all Bristol Waste staff's decision-making covering ownership, relevance, competence, training and awareness.</p>	<p><b>Why</b> To ensure environment remains at the core of our strategy and everyday thinking to meet our responsibilities by focusing on key objects in the short and long term.</p>
<b>Key deliverables</b>	<p><b>What</b></p> <ul style="list-style-type: none"> <li>• Develop environmental performance reporting.</li> </ul>	<p><b>When</b></p> <ul style="list-style-type: none"> <li>• Q1</li> </ul>
	<ul style="list-style-type: none"> <li>• Benchmark current status.</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>• Gap analysis for opportunities to improve.</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>• Use above to develop a strategic plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Q2</li> </ul>
	<ul style="list-style-type: none"> <li>• Review the effectiveness of environmental controls for day-to-day processes and procedures, to reduce risk and maximise environmental opportunities in line with ISO14001.</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> </ul>
<b>Priority 7 – Reduce workplace violence and aggression</b>	<p><b>What</b> Continue to report aggressive behaviour towards staff and work to increase staff reporting and implement measures to protect staff.</p>	<p><b>Why</b> Have seen a marked increase across UK in incidents of violence and aggression since the onset of the pandemic. Incidences have a significant impact on individuals/ victims as well as the company.</p>
<b>Key deliverables</b>	<p><b>What</b></p> <ul style="list-style-type: none"> <li>• As a member of Environmental Services Association continue to contribute to joint HSE/ Manchester University violence and aggression project.</li> </ul>	<p><b>When</b></p> <ul style="list-style-type: none"> <li>• ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>• Following findings and building on installation of vehicle CCTV and HRRC bodycams look at further measures to reduce incidences, increase reporting (internal and to authorities).</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>• Support HR with workplace training on workplace violence and aggression.</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> </ul>



# Section 4: people

## Summary

**Our people are key to delivering the Business Plan, and our part in the 'One City Plan' together with broader UK Waste Industry targets. This year we have an even greater focus on building a 'One Team' culture and supporting our people to do a great job.**

The on-going Covid-19 pandemic has yet again presented a challenging year for our staff and has led many to re-think their life choices and job needs. Brexit, alongside Covid has led to labour shortages, supply chain issues and wage escalation in our sector. This has created significant operational challenges.

As a business we have learned from this and we are working towards measures to increase business resilience and improve service delivery, such as workforce planning processes aligned to our recruitment strategy.

At the same time, Bristol Waste is in a period of transformation and growth as we expand our business model and provide new services. We recognise that we need to flex our HR support to be able to respond to these changes.

Our priorities for the next 12 months are to attract, retain and develop a workforce that is capable and committed to doing a great job whilst feeling valued and listened to.



## Autumn 2020 staff engagement results








In 2022/23 we will focus on four streams of activity that ensure a heightened focus on our people and the role they play in our success.

To support us with this we are recruiting a Director of People, and in 2021/22 recruited a new Non-Executive Director with experience of developing people strategies to support our HR team with our ambitious people agenda.

# Section 4: people



People		
<b>Aim 1: Build a 'One Team' culture</b> Under this aim we will bring together our work on recruitment, Equality, Diversity and Inclusion (EDI), wellbeing, benefits, and reward.		    
<b>Priority 1 – Build a 'One Team' culture</b>	<b>What</b> Build an inclusive and modern business culture that is representative of the communities we serve.	<b>Why</b> We want engaged employees who work collaboratively to deliver a common purpose and will hold themselves accountable for delivering on what we promise from day one.
	Define and embed our desired culture and values.	Defining our desired culture and values has never been more important as we seek to attract new, scarce talent, retain our increasingly mobile workforce and integrate colleagues from both current and new services
	Develop our Employee Value Proposition.	Provide a clear definition of what we stand for as an employer, what we offer people who work for us and the kind of people we are looking to attract. A compelling offer must be defined and promoted.
<b>Key deliverables</b>	<b>What</b> <ul style="list-style-type: none"> <li>Develop an EDI strategy that supports three key goals:                             <ol style="list-style-type: none"> <li>ensures we are representative of the communities we serve</li> <li>ensures diversity of thought, ideas, and innovation</li> <li>ensures the safety, including psychological safety, of our people is paramount.</li> </ol> </li> </ul>	<b>When</b> <ul style="list-style-type: none"> <li>Q2</li> </ul>
	<ul style="list-style-type: none"> <li>Set up employee led staff groups.</li> </ul>	<ul style="list-style-type: none"> <li>Q1</li> </ul>
	<ul style="list-style-type: none"> <li>Review Bristol Waste's vision, mission, aims and values to reflect where the company is today and where it wants to be in the future.</li> </ul>	<ul style="list-style-type: none"> <li>June 2022</li> </ul>
	<ul style="list-style-type: none"> <li>Review of supervisors and first-line manager standards and competencies to better support and motivate our workforce.</li> </ul>	<ul style="list-style-type: none"> <li>on-going and by March 2022</li> </ul>
	<ul style="list-style-type: none"> <li>Develop a recruitment and retention strategy that builds operational resilience and ensures we are inclusive across all Bristol communities.</li> </ul>	<ul style="list-style-type: none"> <li>Q1</li> </ul>
	<ul style="list-style-type: none"> <li>Improve tools available to our managers to support staff with health and wellbeing such as MIND training, mental health first aid training and stress risk assessments.</li> </ul>	<ul style="list-style-type: none"> <li>ongoing</li> </ul>



## Section 4: people

### Case study: employee value proposition – health and wellbeing

In 2020/21 we launched a new wellbeing scheme to all employees, where cash can be claimed back against everyday medical expenses such as dentistry, eye tests and scans. Employees can also access counselling and a 24/7 medical advice line for themselves and their family. Employees who have claimed back expenses, comment on how easy it is to claim and how quickly the money arrives with them.

Free employee health checks have been very well received with staff due to the supportive tone and comprehensive range of checks undertaken. The 20-min call with an experienced nurse covers BMI, blood pressure, glucose & cholesterol. Importantly, the discussion also includes health & lifestyle, gender, ethnicity, and age-related issues.

We have seen a steady take up of company 'paid for' flu vaccinations and we will continue to publicise this benefit so that as many people as possible can receive added protection over the winter.

### People

#### Aim 2: Develop a modern and responsive people function

Bristol Waste needs to evolve to meet the changing needs of Bristol City Council as its core customer and the differing expectations of new external clients. We need to ensure that our people function is keeping pace and that our systems and processes are the right ones to support and deliver the culture we aspire to achieve.

Priority 2 – Develop a modern and responsive people function	What	Why
	Establish a set of productivity metrics to measure the effectiveness of our people and teams.	To ensure all managers and the wider business can monitor trends and manage performance more effectively.
	Introduce new ways of working supported by new workforce planning processes and systems.	To ensure we can consistently deliver a quality service even when market conditions change, or we experience periods of significant growth.
	Update existing policies and processes.	To reflect changes in culture and working practices. This will also include any changes required if there are Group governance changes in 22/23.
Key deliverables	What	When
	<ul style="list-style-type: none"> <li>Benchmark and productivity metrics.</li> </ul>	<ul style="list-style-type: none"> <li>April 2022</li> </ul>
	<ul style="list-style-type: none"> <li>Develop a detailed workforce plan to ensure operational resilience and to inform our recruitment strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Q1</li> </ul>
	<ul style="list-style-type: none"> <li>Fully integrate and optimise the benefits from the new field management system and maximise benefits of the new FM CAFM system.</li> </ul>	<ul style="list-style-type: none"> <li>April 2022</li> </ul>
	<ul style="list-style-type: none"> <li>Review approach to HR case management.</li> </ul>	<ul style="list-style-type: none"> <li>Q1</li> </ul>
	<ul style="list-style-type: none"> <li>Develop tools that ensure that key policies are well communicated to and understood at all levels of the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>Q1</li> </ul>



# Section 4: people



## People

### Aim 3: invest in our people

We will need to keep and attract good people by investing in them so that they commit to a career with Bristol Waste. The waste and resource industry is not the obvious choice for many, and our people plan not only looks at attracting a wide range of individuals but also needs to ensure we have the capability within the existing team to ensure Bristol Waste can develop and grow. This not only applies to the vital frontline teams but also the supervisors and management in the business. We want to ensure our people can see a clear career path.



<b>Priority 3 – invest in our people</b>	<b>What</b> Offer positive learning and development opportunities.	<b>Why</b> To build the skills we need in our workforce and motivate and encourage participation.
	Strengthen our executive team and invest in our management team.	Confidence in management was one of the lowest scoring indicators in our most recent staff survey. We acknowledge that historically we have not invested enough in building the skills and competencies of our middle management or been clear enough about the expectations we have of them.
	Provide attractive trainee, apprenticeship, and graduate opportunities.	To ensure we capture those who pursue both non-traditional and traditional education alternatives.
	Provide the right performance management tools.	To ensure alignment and a focus around key business objectives, recognise and reward positive contributions and provide pathways for progression and improved succession planning.
	Help our teams to do their jobs to the highest standards and with a sense of pride.	To deliver a step change in street cleanliness and waste management in the city and to help staff recognise their valuable contribution.
<b>Key deliverables</b>	<b>What</b> • Develop a simplified Balanced Scorecard objectives framework for each employee.	<b>When</b> • Q1
	• Review of our first line manager standards and competencies to better support and motivate our workforce.	• March 2022
	• Develop a Leadership Framework, Pipeline and Management Training to get the very best out of our managers.	• Q3
	• Build on our successful apprenticeship programme to develop initiatives for long-term unemployed and underrepresented groups.	• Q1
	• Refresh induction programme	• March 2022
	• Introduce mentoring/mentorship programme.	• Q3
	• Develop and deliver training programme to support street cleansing teams to transition to 'village approach'.	• End January 2022



## Section 4: people

### People

#### Aim 4: focus on internal communications

We have new businesses, new board members and new people joining the team. Clear communication has therefore never been more important. We also acknowledge the challenges of communicating to, and hearing from our disparate workforce. Whilst we have made in-roads into this through 2021 through focus groups following the employee survey, the monthly Managing Director blog and the Bright Ideas scheme trial in Workplace Services, there is more we want to do.

<b>Priority 4 – focus on internal communications</b>	<b>What</b> Open, two-way dialogue.	<b>Why</b> Ensuring we communicate our messages clearly and accurately and allowing us to hear the views of, and learn from, our people. One of the lowest scoring indicators in our staff survey was in relation to “senior leaders making the effort to listen to staff”.
	Find effective ways to reach our remote, non-office-based people working on the front line.	Most of our staff work on the front line and are key to delivering our business priorities. They need regular and useful communication to support them in their jobs.
<b>Key deliverables</b>	<b>What</b> • Internal Communications Strategy update	<b>When</b> • Q2
	• Internal communications activities such as quarterly briefings, Managing Director & Director drop-in sessions, board on the job days, employee focus groups and innovation forums.	• Q2 onwards
	• Trade union consultation forum (JCC).	• Q3
	• Employee engagement and innovation building on Bright Ideas pilot.	• Q2
	• Company roadshows.	• Start of the new financial year
	• Business literacy programme.	• Q2

#### Case study: Bright Ideas pilot

Bright Ideas is a reward and recognition scheme designed to encourage and promote the good behaviours, working practices and ideas that we as an organisation value in our employees. The scheme rewards and recognises innovation as well as going above and beyond.

Anecdotal evidence shows that the Employee of the Month and the Going the Extra Mile (GEM) awards within Workplace Services have had a positive impact on moral and atmosphere with employees pleasantly surprised to have been recognised for going above and beyond. Comments have included:

“I have never had anything like this at my previous employer”

“I can’t believe I’ve been recognised for my work”

In 2022/23 we will look consider the merits of a broader rollout.



# Section 5: city waste, recycling and cleanliness



## Summary

**Our high-profile waste and street cleansing operations reach every household in Bristol and the services we provide are very high profile.**



We are uniquely placed to play a key role in making Bristol one of the best performing cities for street cleanliness, waste and recycling. Bristol has the highest recycling percentage of the English core cities, at 46.4%.

In 2020-21 Bristol diverted approximately 20,000 tonnes of waste from landfill, a decrease of 10.9% on the previous year, at a time when other core cities saw on average a much lower decrease of 1.4%. However, there is a lot more to do.

Changes in household waste and recycling volumes in the past 12 months include a disappointing reduction in the city's recycling rate. Our waste-to-landfill percentage is still in single figures, averaging 8% over the last six months, and we have plans to further reduce this percentage over the next two years. Between April 2020 and November 2021 residual household waste increased by 6.5% (4,324 tonnes) whilst recycling tonnages decreased by 7.5% (3,771 tonnes). It's a problem facing other cities across the country, and we are in the process of researching the composition of waste along with people's attitudes and behaviour around recycling. It is vital we take a leadership role in this issue and tackle it as a matter of urgency. Understanding the actions needed to change behaviours will form the basis of an action plan for improving recycling rates.

Bristol continues to hold the highest household recycling percentage, although overall the English core cities saw recycling decrease by 1.3% (Bristol 0.7%). Whilst Bristol's residual household waste per household has increased by 19.30kg since 2019-20, for the first time since 2015-16 Bristol has the lowest residual household waste per household of any of the English core cities. On average, the core cities have seen an increase in residual waste of nearly 30kg per household.

Bristol is a leading city and its position in declaring the Climate and Ecological Emergency is testament to this. The charts on page 41 demonstrate the level of ambition and change that needs to be delivered in Bristol to achieve the One City targets - targets that have been set to put us on track to make Bristol a net zero and climate resilient city by 2030.

It is important to remember the challenges that Bristol has to undertake in order to achieve the significant reduction in the amount of residual waste generated, the increase in recycling rates and the reduction in food wasted are not within the gift of Bristol Waste alone. Working with the Council and other city partners we need to work quickly to identify Bristol's pathway to deliver. Quick decisions and action is needed to change the city's relationship with waste.

### One City Environmental Targets for 2025

Reduce residual household waste below **150kg** per person/year

currently at **195kg**

Food waste in residual waste to be at **10%**

currently **21%**

**65%** of all household waste is reused, recycled or composted

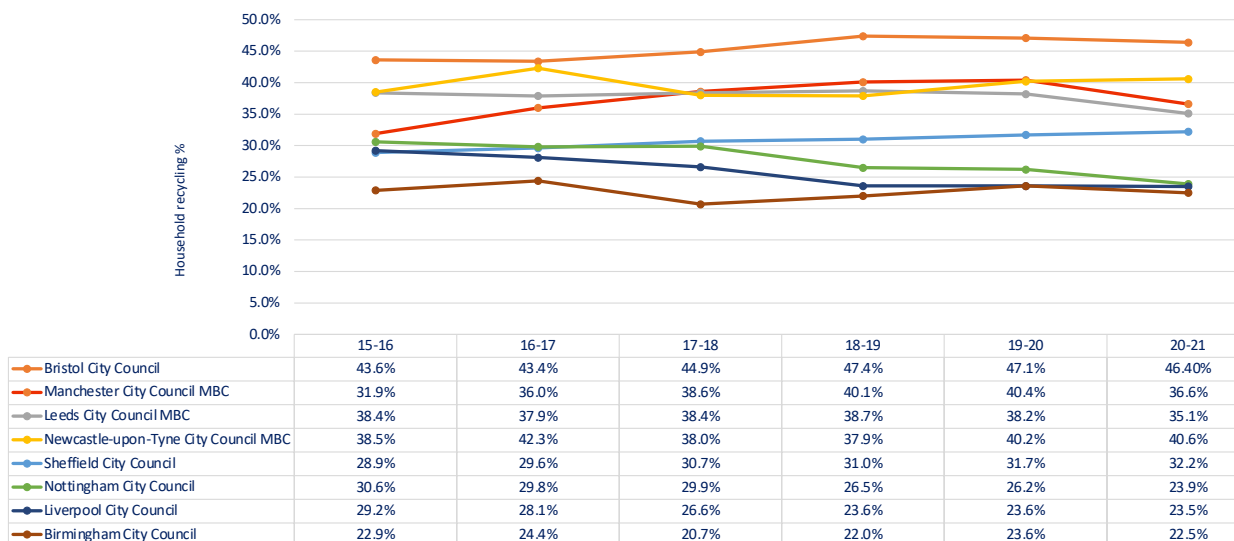
currently **46.4%**



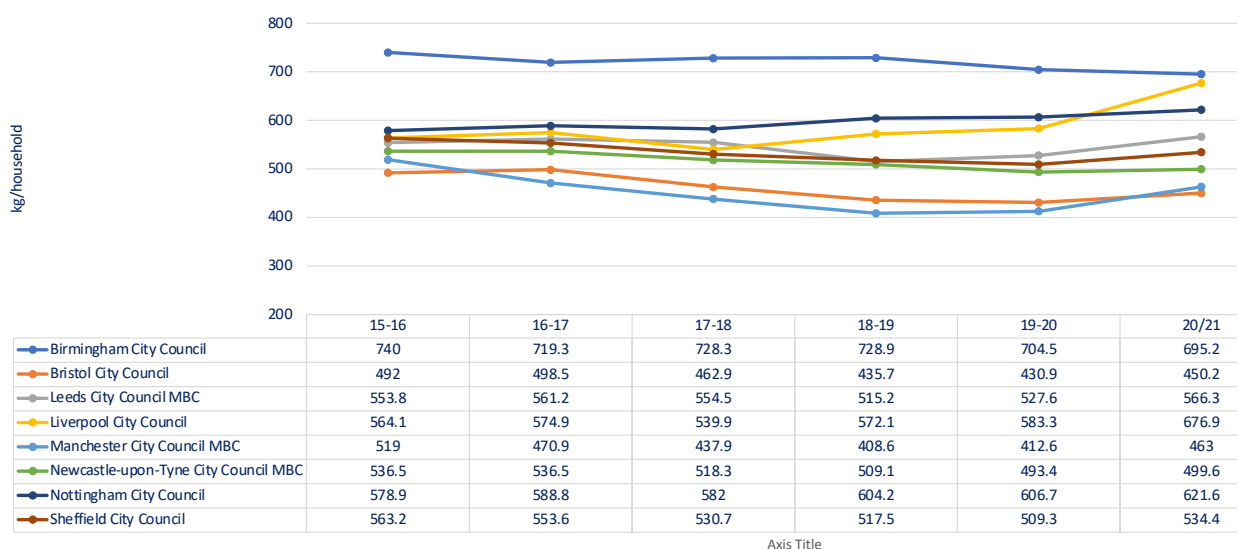
## Section 5: city waste, recycling and cleanliness

The below charts show Bristol's recycling rate and residual household waste per household performance against the other English core cities. This data is released by Defra annually and shows Bristol continues to hold the highest household recycling percentage and for the first time since 2015-16 Bristol has the lowest residual household waste per household of any of the English core cities. However overall, the English core cities saw recycling decrease by 1.3% (Bristol 0.7%) and residual household waste has increased by 19.30kg since 2019-20.

### Defra Household Recycling Rate



### Residual Household Waste Per Household KG

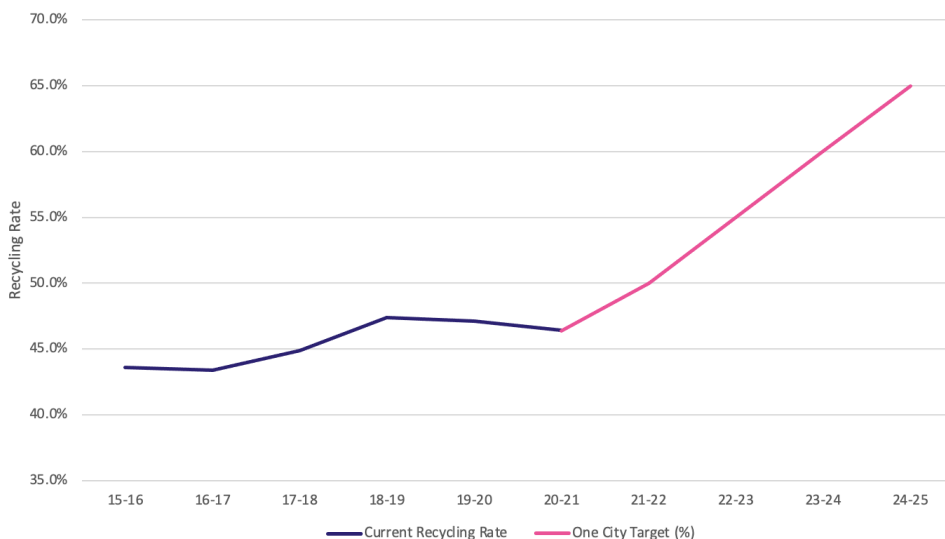


# Section 5: city waste, recycling and cleanliness



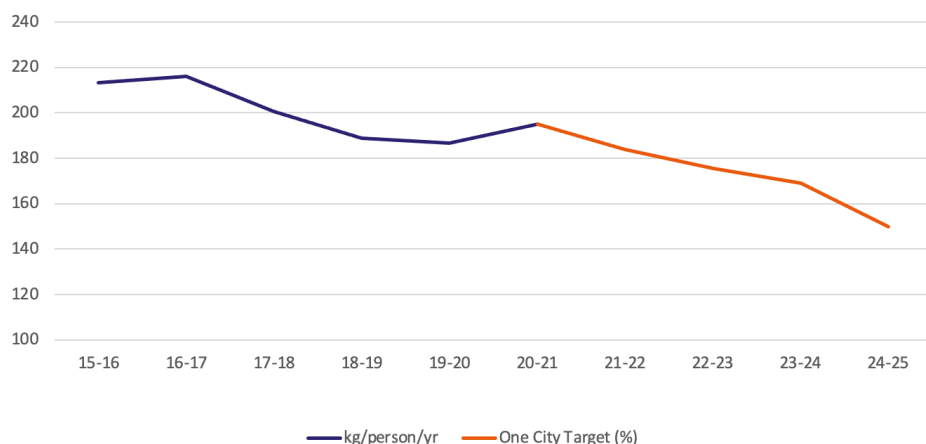
The below charts show the progress we have made to date in the key areas of recycling, residual waste and food waste and the challenge we face as a city to meet the city's ambitious One City environmental targets and the step change we need to take as a city to meet them.

## Recycling Rates Targets



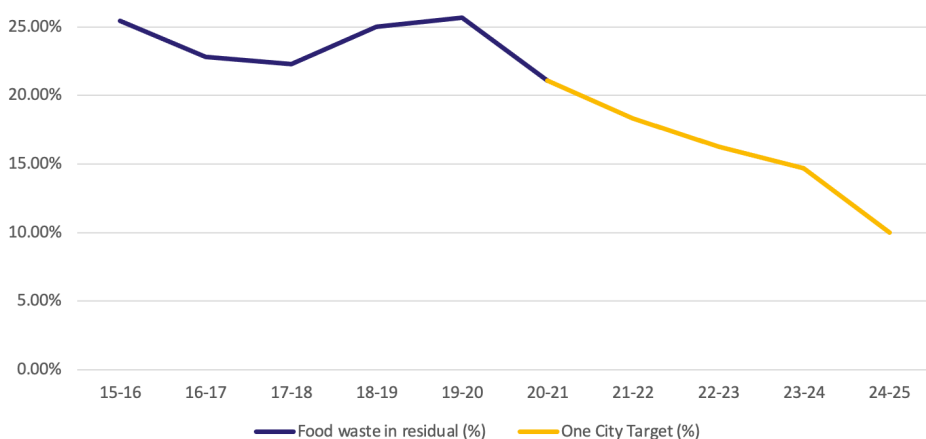
We are already leading the way for core cities in England, however this chart highlights the challenge we are facing to hit target.

## Residual Household Waste Targets



This chart shows there needs to be a significant reduction in the amount of residual waste generated to meet city targets – a 23% reduction in the next 3 years.

## Food Waste in Residual Waste



Reducing the wasting of food will be a huge advantage to residents in terms of emissions, equality and costs. This chart shows the progress that has been made in recent years but illustrates the huge challenge still to come..

## Section 5: city waste, recycling and cleanliness

At the end of 2021, in close collaboration with the council Strategic Client, we reviewed our 2020-21 business plan and priorities. As a result of this review, we adapted our municipal waste approach for the coming year, including changes to waste and cleanliness initiatives and deliverables to better align with the council's vision and draft corporate strategy 2022-2027. This work with the Strategic Client is still in progress, therefore the 2022-23 business plan is based on the current services we offer with some enhancements that we are funding via efficiencies.

Collaborative working between the Strategic Client and Bristol Waste is imperative to making the changes required. Bristol Waste need to provide innovation and technical support, and the council need to support with policy decisions so that the alignment can make real change to Bristol's behaviour toward waste and the environment.

The enhancements we are proposing are not just about process changes and efficiencies, they also include a focus on 'village' based cleaning and collections that will:

- cultivate pride and sense of community
- refocus key Bristol Waste teams to tackle difficult areas and challenging problems, such as the student move out.

The Covid-19 pandemic has tested us in many ways, but we have been able to continue to deliver services safely, with the health and well-being of our staff and local communities our top priority. It meant working differently, but we proved up to the task. The 'pingdemic' and then the nationwide shortage of HGV drivers presented a significant issue in 2021 that resulted in garden waste services being temporarily replaced with drop-off points for three months. This provided ample learning and we are now more resilient for future shocks and stresses.

### Introducing the 'village approach'

The 'village approach' is Bristol Waste's key initiative to improving street cleanliness and community ownership. Key activity includes:

- develop a neighbourhood-centric approach, bolstering community and civic pride
- restructure approach to street cleansing with staff becoming visible representatives for their neighbourhoods and increasing the number of staff on the streets
- use the latest technology to allow each Neighbourhood Cleansing Crew (NCC) member to become Bristol Waste's 'eyes and ears' on the ground and the first point of contact (to improve comms and response times)
- empower and retrain our NCCs to become a key part of the community they serve and support them via learning and development to improve the city street scene
- develop a wider partnership approach with the council and Avon & Somerset Police to ensure the villages have the required resource to tackle the issues in their neighbourhood
- introduce five village managers responsible for resolving issues reported from teams on the ground and communicating with the relevant stakeholder to action issues quickly (within and outside of Bristol Waste)
- working with Bristol City Council to ensure that enforcement is visible in each village
- the 'village approach' will see street cleansing teams take responsibility for a smaller area, embedding themselves in the local community and working with other teams to deliver cleaner streets – to grade A standard in the city centre and grade B in the rest of the city
- the final stage will see refuse and recycling crews switching routes within the village, further strengthening the community approach.





## Section 5: city waste, recycling and cleanliness



2022/23 will see the opening of the new Hartcliffe Way HRRC that will provide a much-needed recycling facility, serving residents of South Bristol.

We have worked in partnership with the council to deliver the capital project and in addition to £1m capital investment from our reserves absorb annual operational costs of £751k from 2022/23 onwards.

There is more we want to do; our medium-term plans are ambitious and will require us to work with the council and other city leaders to make the step change the city wants to see. Both parties will need to turn discussion into action and deliver effective and efficient decision making to ensure we achieve our joint goals and aspirations.

The main council waste and cleanliness contract makes a small contribution over the life of this plan (see section 8 financial plan).

### Over the next 12 months alongside the core contract, we plan to deliver:

- Hartcliffe Way HRRC – to include a reuse workshop and shop to promote reuse
- flats recycling programme – bringing recycling to all high rises and blocks by Oct 2023
- on street litter bin / recycling trial in high streets of Bristol City Council's choice
- non-standard commercial and residential pilots
- work with city partners to understand how the city can tackle anti-social graffiti
- a waste reduction campaign to include a focus on food waste and circular economy
- additional engagement with students around move-out times, with increased resources to deliver a "students on the move" project and improve the waste and recycling habits of the that community.

And most importantly, a step-change in how we deliver street cleanliness and refuse collections via the village approach, with the technology to support our street cleansing crews to report wider issues in their area.

In 2021/22 the Big Tidy project continued to carry out deep cleans to areas of the city that benefitted from additional cleaning and generally sprucing up the area.

The Big Tidy often works in areas that are not in the current contract specification and will clear fly-tips from unadopted land as well as cutting back greenery and leaving an area in an improved condition. The Strategic Client continues to work hard to access funding to keep the Big Tidy making a difference to Bristol. As the benefits of the village approach are seen, Big Tidy would focus on more unadopted areas of the city to bring those areas up to a better standard.

### Waste strategic objectives

The Bristol City Council client team and Bristol Waste have agreed high-level objectives for Bristol Waste's municipal waste contract.

This will enable Bristol Waste to focus the delivery of our services and engagement with residents by providing a strategic reference point.

### Our agreed objectives



- Promote **citizen ownership** of waste and recycling in the city
- Deliver measurably **cleaner streets**
- Provide **leadership in the delivery** of waste and recycling services in the city
- Deliver **innovation and bespoke waste management** solutions for the city



# Section 5: city waste, recycling and cleanliness

## Service enhancements for 2022/23

We understand the budget pressures that the council faces and recognise that as a key partner we have a role to play in supporting the council to meet these pressures. The diagram below shows the service enhancements planned for 2022/23 and are included in the business financials.

### Understanding the opportunity

- Complete fact finding to understand the opportunities presented by the current city ecology. By Q1 we will have answered the following:
  - What has changed in citizen behaviour post Covid?
  - How are we delivering against other UK cities?
  - Who are our global best practice comparators?
  - What is our role in change leadership?
  - What is the make up of the housing stock we are serving?
  - What collection methodology works best?
  - Where does BWC sit in the West of England Waste infrastructure?

### Increase recycling in flats across city

- Continue implementation of the Flat's Mini Recycling Centre programme across the city.
- Complete by October 2023 with costs absorbed by BWC (option for Dec 2022).
- Influence future developments to include recycling by design and test and learn with Goram Homes on future developments.

### Open Hartcliffe HRRRC in April 22

- Provide a much needed recycling facility to serve residents of South Bristol.
- To include a reuse workshop and shop to help divert pre-loved items from the waste stream and provide low cost household products for residents.
- Meet growing demand for additional recycling capacity in the city.

### Introduce a 'Village' approach

- Implement a neighbourhood approach, bolstering community pride.
- Restructure approach to street cleansing with staff becoming 'ambassadors' for an area.
- Introduce new tech to enable coordinated approach.
- Complete by late Summer 2022.
- Refuse collections to move to "Village" in Oct 22.

### Non standard commercial and residential pilots

- Complete old city trial, identify and implement neighbourhood trials for non-standard collection.
- Trials to include terrace streets, conversions and flats above shops.
- Identify opportunities from upcoming legislative changes.

### One City graffiti crack-down

- Work with key parties to tackle graffiti in the city.
- Be a key partner in taking a consistent and sustained city wide approach.
- Look at activities that encourage behavioural change as well as focus on the consequences.
- Help the city to agree a way forward.

### On street litter bin and recycling trials

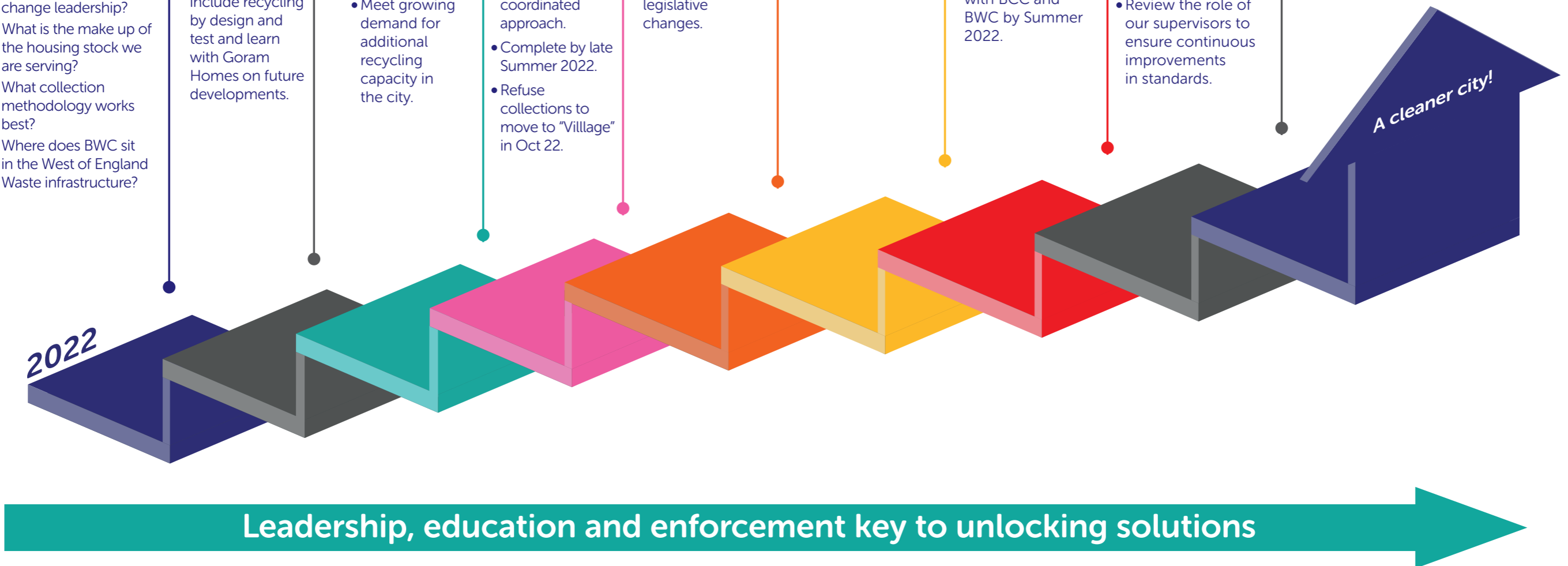
- As part of BCC's City Centre & High Streets Recovery and Renewal programme roll out on-street litter/ recycling trials on priority high streets in Spring 2022.
- Understand current bin coverage and areas for improvement. Agree strategy with BCC and BWC by Summer 2022.

### Improve our performance

- Introduce a Street Quality Assurance Team (SQA team) and electronic monitoring.
- Use data to identify crews and supervisors who are performing well and those that are not. Take learnings from high performing teams and look for ways to roll out across the business.
- Review the role of our supervisors to ensure continuous improvements in standards.

### Build on our reputation as a city of innovation

- Take ideas from best practice from UK and abroad.
- Bring forward radical thinking options.
- Explore opportunities with Bristol Heat Network and Goram Homes.
- Take learnings from emerging city waste, cleanliness and recycling strategy.





## Section 5: city waste, recycling and cleanliness

### Waste & Recycling

#### Aim 1: increasing household recycling rates and decreasing residual waste

Reducing waste and increasing recycling volumes is a key priority for Bristol Waste. This is not only for the environmental impact, but also because it reduces disposal cost and provides an income stream that can be reinvested into the business. Bristol is the leading English core city by some margin at 46.4% (2020-21), however, we have seen household recycling decrease by 0.7% since 2019-20, primarily due to increased waste volumes. With ambitious 'One City' targets (see 'One City Aspirations' section), reducing waste and increasing recycling rates is a key priority for Bristol Waste in 2022/23.



#### Priority 1 - increasing household recycling rates and decreasing residual waste

##### What

Using our research partners, undertake behaviour change and academic research to understand what has changed in resident behaviour post Covid.

##### Why

To fully understand resident motivations and behaviours that are contributing to the increase in waste and decrease in recycling rate and help us target communications and interventions.

Build on our successful education, engagement, and communications to encourage behaviour change to reduce consumption and waste and improve recycling rates.

Campaigns such as Slim My Waste and the Waste Nothing Challenge shows us the positive impact behaviour change campaigns can have and we need to build on this success.

Increase food waste recycling.

More than 20% of waste in the black bin is food waste and could be recycled. 30-40% of households do not present food recycling. Significant cost savings to be made on top of environmental impacts.

Promote the circular economy.

Help Bristol move away from take, make and dispose to an approach that helps maximise the use of resources. Further reuse initiatives with the Council to support residents in need.

Ensure all residents living in flats can recycle.

Over 30,000 households live in flats in the city, with 13,600 tonnes of waste collected each year - a significant proportion of which could be recycled.

Consider community 'profit share' schemes.

We need to find new ways to motivate people to change the way they manage their waste, building on the sense of community developed as part of the Covid response provides a win-win situation for Bristol Waste, supporting the communities we serve and increasing recycling rates.

Develop partnership collaborations.

As a partner of choice, to work with others to innovate and lead the way in changing behaviour. In 2021-22 we delivered Electric Avenue with Hubbub and Ecosurety, Recycle Your Electricals with Material Focus, #ForCupsSake with Hubbub and supported WRAP on Defra MRF trial. Following on from the Waste Summit there are other opportunities to develop a range of beneficial partnerships.



# Section 5: city waste, recycling and cleanliness



Waste & Recycling		
Key deliverables	What	When
	<ul style="list-style-type: none"> <li>Run a five 'R's campaign building on previous campaigns such as #WasteNothing, and Slim My Waste (see detail below)</li> </ul>	<ul style="list-style-type: none"> <li>once we have the output of the behavioural research, we will review the optimum approach and timing.</li> </ul>
	<ul style="list-style-type: none"> <li>Continue with the roll out of the flat's recycling project</li> </ul>	<ul style="list-style-type: none"> <li>ongoing, delivered by Oct 2023</li> </ul>
	<ul style="list-style-type: none"> <li>Building on our Reuse shop and Electric Avenue pilot roll out and additional reuse facilities/projects, exploring having a presence on neighbourhood high streets</li> </ul>	<ul style="list-style-type: none"> <li>funding dependent</li> </ul>
	<ul style="list-style-type: none"> <li>Explore a repair offering – allowing customers to bring items for repair (chargeable)</li> </ul>	<ul style="list-style-type: none"> <li>funding dependent</li> </ul>
	<ul style="list-style-type: none"> <li>Introduce online shopping from our Reuse Shops (delivery and click and collect)</li> </ul>	<ul style="list-style-type: none"> <li>Q3</li> </ul>
	<ul style="list-style-type: none"> <li>Deliver upcycling projects</li> </ul>	<ul style="list-style-type: none"> <li>partner and funding dependent</li> </ul>
	<ul style="list-style-type: none"> <li>Increase capacity of our IT reuse project</li> </ul>	<ul style="list-style-type: none"> <li>ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>Explore community profit share schemes</li> </ul>	<ul style="list-style-type: none"> <li>Q2</li> </ul>
	<ul style="list-style-type: none"> <li>Continue day-to-day community engagement and projects – see relevant section</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

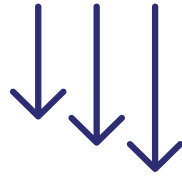




## Section 5: city waste, recycling and cleanliness



**REFUSE**



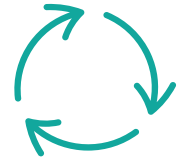
**REDUCE**



**REUSE**



**REPURPOSE**



**RECYCLE**

To ensure Bristol is a bountiful, resource-rich city for our children and future generations, we must work together to deliver the five R's.

Through innovation and collaboration, we can achieve a resource-efficient circular economy and deliver a Net Zero future for our city.

We will use the latest available data to understand behaviour and attitudes towards waste, combined with the latest behaviour change theories, to create a campaign designed to reduce waste in the city.

We will begin by analysing available data, and commissioning our own research, to develop a suite of personas and attitudes which segment the city into persona groups. This will allow us to target our messaging to specific audiences in a tone and channel that resonates with them at the precise moment the existing negative behaviours are exhibited.

The city-wide campaign will use a range of out of home, digital, traditional, and social media marketing to raise awareness across the city.

We will build on our experience from running successful campaigns such as Slim My Waste and Litter Hurts, both of which saw significant beneficial impacts on waste and litter in the city.

### Case study: Circular economy - IT Reuse

Working in partnership with Bristol City Council, we have delivered social value IT reuse projects including:

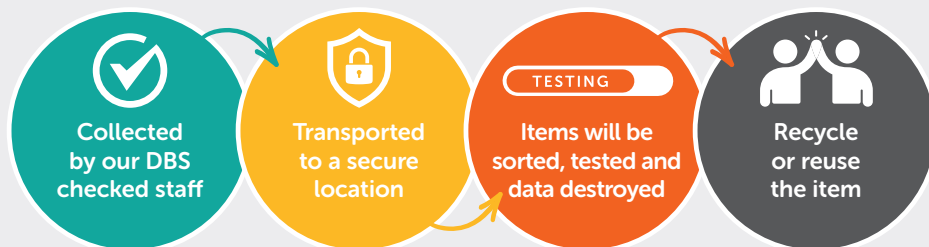
#### Digital Inclusion

- taking the council's old laptops, refurbishing them, and distributing them to people in Bristol who are unable to afford a laptop. We have distributed 1500 laptops to residents to support them to find employment, take online courses and help young people with their education. We aim to distribute at least 3060 laptops via the scheme over the next year.

#### Computers for Schools

- we are distributing desktops to schools in Bristol, replacing old equipment with refurbished high spec kit. In November 2021, we replaced computers at Orchard School that were nearly 20 years old. We are recycling computers from the NHS and other partners.

In 2022, we plan to roll out our IT reuse offer to the commercial sector – collecting companies' unwanted IT equipment to either recycle, sell, or put into our social value projects.



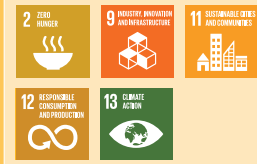
# Section 5: city waste, recycling and cleanliness



## Waste & Recycling

### Aim 2: Reduce waste to landfill

Bristol is already below our landfill target of less than 11%, with 10.9% going to landfill in 2020-21. This is equivalent to approximately 20,000 additional tonnes of waste diverted from landfill. In 2021-22 our internal data tells us it is averaging 8-9%.



<b>Priority 2 - reduce waste to landfill</b>	<b>What</b> Reduce waste to landfill to below 5% by end of 2022/-23 and to zero by the end of 2025.	<b>Why</b> To support Bristol to meet its 'One City' objectives.
	Deliver a shredder at Avonmouth to shred all non-recyclable material to Energy from Waste (EfW), Refuse Derived Fuel (RDF) and process bulky recyclables (such as wood and garden waste).	Has potential to reduce landfill to 0% and reduce processing costs (circa £250k). After processing, the materials can either be recycled or incinerated at energy from waste plants locally.
	Deliver Hartcliffe HRRC.	Provide a much-needed recycling facility to serve the residents of South Bristol.
<b>Key deliverables</b>	<b>What</b> • Avonmouth Phase 2 inc. shredder.	<b>When</b> • Winter 2022
	• Hartcliffe Way HRRC.	• opening in 2022
	• In partnership with the council, deliver an online and phone booking system to improve access and availability across our HRRCs.	• linked to opening of Hartcliffe





## Section 5: city waste, recycling and cleanliness

### Waste & Recycling

#### Aim 3: Deliver visibly cleaner streets



#### Priority 3 - Deliver visibly cleaner streets

What	Why
Move to a 'village approach' for street cleansing and introduce neighbourhood cleanliness crews.	Implement a neighbourhood approach, bolstering community pride.
Improve our performance and focus on consistent quality across all villages/beats.	As we move to the new 'village approach' it gives us a good opportunity to review our current performance. We have some great crews and supervisors who we can learn from. See HR section for key deliverables.
One City graffiti plan – we will work with BCC to look at what can be done to tackle this significant issue.	Successful council initiatives such as the Clean Streets Campaign and the Big Tidy have put more focus on coordinating a city-wide approach.
Non-standard commercial and residential trials.	There are households and businesses in the city that don't have space for the standard waste and recycling collection methods. This leads to bins and rubbish on the streets. Need to find a way that supports neighbourhoods to keep their streets tidy.
Increase on street litter bin and recycling.	Making it as easy as possible for residents and visitors to keep the streets free of litter.

#### Key deliverables

What	When
<ul style="list-style-type: none"> <li>Implement the 'village approach' phase 1 street cleanliness changes and phase 2 refuse collection reroute.</li> </ul>	<ul style="list-style-type: none"> <li>Q1 and Q3</li> </ul>
<ul style="list-style-type: none"> <li>Work with key parties to tackle graffiti.</li> </ul>	<ul style="list-style-type: none"> <li>ongoing</li> </ul>
<ul style="list-style-type: none"> <li>On street litter bin and recycling trials on priority high streets.</li> </ul>	<ul style="list-style-type: none"> <li>Q2</li> </ul>
<ul style="list-style-type: none"> <li>Continue with Old City non-standard commercial pilot to remove bins from streets.</li> </ul>	<ul style="list-style-type: none"> <li>Q1</li> </ul>
<ul style="list-style-type: none"> <li>Implement a non-standard residential pilot in the Old City taking learning from the Old City commercial pilot.</li> </ul>	<ul style="list-style-type: none"> <li>Q1-2</li> </ul>
<ul style="list-style-type: none"> <li>Introduce improved street monitoring via a new team focused on improving quality and standards.</li> </ul>	<ul style="list-style-type: none"> <li>Q1</li> </ul>
<ul style="list-style-type: none"> <li>Maintain our SLA for complaints at 96%, ensuring we take learning and improvements from complaint reports.</li> </ul>	<ul style="list-style-type: none"> <li>ongoing</li> </ul>
<ul style="list-style-type: none"> <li>Improve consistency, quality of investigations and decisions made by our first line managers to support improvements.</li> </ul>	<ul style="list-style-type: none"> <li>ongoing</li> </ul>



# Section 5: city waste, recycling and cleanliness



## Education and community engagement

### Case study: 'Get it Sorted' recycling container hanger trial

In January 2021, we trialled the theory that by giving residents direct feedback on what was wrong with their recycling, or why it wasn't collected, it would have a significant impact on recycling behaviour, and educate them about what isn't recyclable.

Three streets were targeted that were particularly problematic, having issues with presentation and contamination, as well as having differing physical, street scenes. 'Yellow' warning hangers requested that residents sort recycling issues. 'Red' hangers communicated why the box or bag hadn't been collected.

The trial saw an improvement of 80% in recycling problems on all the streets over the month.

2022 will see the hangers being scaled up and rolled out to all recycling crews.



Our small Community Engagement team aims to have a big impact in the city. They help Bristol residents to recycle more, waste less and empower communities across Bristol in their journey to becoming cleaner and greener.

Day-to-day the team support litter picking, supporting residents to present their waste and recycling properly, work with operations, community groups and leaders to help solve street scene and bin store issues, and support young people (from primary school to university) to learn about waste, litter, and recycling and how to be an active citizen.

Since Covid-19, they have had to adapt radically and find alternative ways of engaging that aren't face-to-face. At the beginning of the pandemic mostly they supported Operations, but this moved to non-contact engagement by delivering various communications. The standard talks programme and networking/engagement meetings went online, which allowed for continued contact.



In 2021 the team engaged nearly 1,000 people virtually in educational talks, supported over 1,500 litter picking events, visited 687 streets, and dealt with 273 individual issues.

Over the last 12 months the team engaged nearly 1000 people virtually in educational talks, launched the Waste Nothing Schools Challenge, supported over 1,500 litter picking events, visited 687 streets, and dealt with 273 individual issues. They were also shortlisted for 'Team of the Year' at the National Recycling Awards.

### Education and community engagement priorities

In 2022-23, alongside this day-to-day activity the team will have a strategic focus on fostering city pride and building on our award-winning campaigns, with a particular focus on our student communities. Success would see an improved neighbourhood environment and recycling rates.





## Section 5: city waste, recycling and cleanliness

### Engagement

**Aim 1: Improve the waste and recycling habits of the student community**



<p><b>Priority 1 - student community</b></p>	<p><b>What</b> Work with universities and city partners to significantly improve student waste and recycling habits.</p>	<p><b>Why</b></p> <ul style="list-style-type: none"> <li>• to minimise negative refuse and recycling behaviours of the transient student population</li> <li>• to support students in becoming good citizens in their local neighbourhoods</li> <li>• increase recycling rates amongst this group and reduce the residual waste</li> <li>• reduce the negative waste management behaviour around the moving out period</li> <li>• promote the circular economy and increase the awareness of reuse and donations to charity of items.</li> </ul>
<p><b>Key deliverables</b></p>	<p><b>What</b></p> <ul style="list-style-type: none"> <li>• Identify characteristics of behaviour and factors within the student population that might influence adverse behaviour.</li> <li>• Engage with both universities at a strategic level to confirm commitment and understanding of the challenges.</li> <li>• Understand current student behaviours by reviewing operational data and conducting a student survey.</li> <li>• Reinvigorate the “Big Give” moving to a “Students on the Move” programme.</li> <li>• Engage students at key touch points through their university life, working with the right partners in the right place to get key messages across (unis, landlords, student groups etc).</li> <li>• Responsive problem solving with Community Liaison Officers at UoB and UWE.</li> <li>• Explore a ‘Waste Awareness course or module’ for universities.</li> </ul>	<p><b>When</b></p> <ul style="list-style-type: none"> <li>• Jan 2022</li> <li>• Feb 2022</li> <li>• Jan 2022</li> <li>• Q1 2022</li> <li>• ongoing</li> <li>• ongoing</li> <li>• Q2 2022</li> </ul>
<p>Identity funding to manage issues around ‘move out’ time.</p>	<p>To reduce problems seen in 2021. Need to ensure there is resource to support communities in high student populations, so they are not negatively impacted by poor waste management. Students need to know how to be good citizens and have the tools to manage their move out effectively.</p>	

# Section 5: city waste, recycling and cleanliness



Engagement		
<p><b>Aim 2: To promote and educate residents on issues including recycling, reuse, clean streets, and waste minimisation messages</b></p>		
<p><b>Priority 2 - resident education</b></p>	<p><b>What</b> Street engagement.</p>	<p><b>Why</b> Target known/reported problem areas. Bristol Waste can bring together the right stakeholders to solve issues. Feedback to residents who don't recycle or present their waste correctly to improve operational efficiency, street cleanliness and recycling rates.</p>
	<p>Promote good practice re waste and recycling.</p>	<p>Provides a chance to engage with residents via various channels (web, print, media, events, kerbside) to improve city recycling and street cleanliness through correct presentation. Online webinars proved popular in 2021/22.</p>
	<p>Welcome residents 'behind the scenes' at transfer station.</p>	<p>Allows for greater understanding of waste and recycling processes/journey.</p>
<p><b>Key deliverables</b></p>	<p><b>What</b></p> <ul style="list-style-type: none"> <li>• 'Recycling wobblers' phase 2 to inc. operations training.</li> </ul>	<p><b>When</b></p> <ul style="list-style-type: none"> <li>• ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>• Build on 2021 learnings to deliver a 2022-23 webinar series.</li> </ul>	<ul style="list-style-type: none"> <li>• quarterly</li> </ul>
	<ul style="list-style-type: none"> <li>• Re-introduce education site tours (Covid dependent).</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
	<ul style="list-style-type: none"> <li>• Street engagement in known/reported problem areas.</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> </ul>





## Section 5: city waste, recycling and cleanliness



### Engagement

**Aim 3: Empower Bristol's communities to make their streets cleaner and promote waste reduction and recycling**



Priority 3 - Empower Bristol's communities	What	Why
	Continue to build links and relationships with community networks.	Connecting with community groups allows communication and trust leading to better working together practices.
	Expand community assets and infrastructure linked to 'villages'.	To make it easier for communities to look after their local areas by having the tools they need close to hand.
	Develop community training programmes.	To empower them to make changes and problem solve in their areas, deliverables will come out of research with groups re tools they need.
	Work with national organisations to develop best practice support materials	To promote best practice and highlight work of Bristol Waste.
	Promotion of community litter picking and graffiti removal.	Community litter picks create social norming, inspires others, and assists Bristol Waste street cleaning operations.
Key deliverables	What	When
	<ul style="list-style-type: none"> <li>St Paul's Youth Art project.</li> </ul>	<ul style="list-style-type: none"> <li>Q1</li> </ul>
	<ul style="list-style-type: none"> <li>Great Bristol Spring Clean (GBSC) &amp; Autumn Litter Blitz (ALB).</li> </ul>	<ul style="list-style-type: none"> <li>Q1 and Q3</li> </ul>
	<ul style="list-style-type: none"> <li>Community support for litter picking via loans.</li> </ul>	<ul style="list-style-type: none"> <li>ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>Supply paint, consumables and training to local groups committed to removing graffiti from their areas.</li> </ul>	<ul style="list-style-type: none"> <li>ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>Launch a litter picking 'how to' kit.</li> </ul>	<ul style="list-style-type: none"> <li>Q2 as part of GBSC</li> </ul>
	<ul style="list-style-type: none"> <li>Clean Up UK case study and other national engagements. place to get key messages across (unis, landlords, student groups etc).</li> </ul>	<ul style="list-style-type: none"> <li>ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>Set up new litter picking group in Hartcliffe.</li> </ul>	<ul style="list-style-type: none"> <li>Q1 and Q2</li> </ul>
	<ul style="list-style-type: none"> <li>Continue to develop links with Bristol Clean Streets Forum, Tidy BS5 and other networks.</li> </ul>	<ul style="list-style-type: none"> <li>ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>Engage in 'village' roll out and consider community resources.</li> </ul>	<ul style="list-style-type: none"> <li>Q4</li> </ul>

# Section 5: city waste, recycling and cleanliness



Engagement		
<p><b>Aim 4: Educate and promote waste reduction and recycling to young people</b></p> <div style="display: flex; justify-content: flex-end; gap: 10px;"> <div style="border: 1px solid black; padding: 2px; font-size: 8px;"> <b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE         </div> <div style="border: 1px solid black; padding: 2px; font-size: 8px;"> <b>11</b> SUSTAINABLE CITIES AND COMMUNITIES         </div> <div style="border: 1px solid black; padding: 2px; font-size: 8px;"> <b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION         </div> <div style="border: 1px solid black; padding: 2px; font-size: 8px;"> <b>13</b> CLIMATE ACTION         </div> </div>		
<p><b>Priority 4 - Working with young people</b></p>	<p><b>What</b> Develop a pool of resources and talks aimed at youth groups such as scouts and guides.</p>	<p><b>Why</b> Educating young people about waste reduction and recycling messages increases 'pester power' in homes and leads to a better educated youth population.</p>
	<p>Formalise and deliver secondary school engagement.</p>	<p>Currently been focusing on primary school engagement with the challenge and only liaising with secondary schools on an ad-hoc basis.</p>
	<p>Support schools to reduce their waste and environmental impact.</p>	<p>Effective way to engage a whole school with knock on effects to student population.</p>
<p><b>Key deliverables</b></p>	<p><b>What</b></p> <ul style="list-style-type: none"> <li>• Convert Waste Nothing Schools Challenge into online resource (challenge for primary age children).</li> </ul>	<p><b>When</b></p> <ul style="list-style-type: none"> <li>• Q1-Q3</li> </ul>
	<ul style="list-style-type: none"> <li>• Waste Nothing Secondary School challenge.</li> </ul>	<ul style="list-style-type: none"> <li>• Q3</li> </ul>
	<ul style="list-style-type: none"> <li>• Launch a 'School Kit' – a guide for primary and secondary schools on how to reduce their school's waste and environmental impact.</li> </ul>	<ul style="list-style-type: none"> <li>• Q2</li> </ul>
	<ul style="list-style-type: none"> <li>• Deliver school talks with a focus on food waste reduction and litter pickings.</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> </ul>

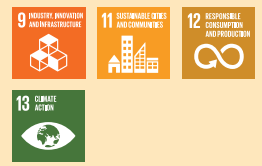




## Section 5: city waste, recycling and cleanliness

### Engagement

**Aim 5: Provide agile support to Bristol Waste Operations on projects and methodology changes**



<p><b>Priority 5 - Operational support</b></p>	<p><b>What</b> Support operations to identify and deliver interventions to challenging waste and recycling issues.</p>	<p><b>Why</b> Joint working with operations leads to quicker resolutions of issues, and helps support crews and supervisors, which in turn leads to more confidence in Bristol Waste by residents.</p>
<p><b>Key deliverables</b></p>	<p><b>What</b></p> <ul style="list-style-type: none"> <li>• Support community engagement and communications linked to 'Flats Mini Recycling Centre project' with Sustainability &amp; Innovation team.</li> <li>• As required, communicate messages to residents or networks about any changes in collection – small or larger scale.</li> <li>• As required, undertake interventions and behaviour change trials.</li> </ul>	<p><b>When</b></p> <ul style="list-style-type: none"> <li>• ongoing</li> <li>• ongoing</li> <li>• ongoing</li> </ul>



# Section 6: commercial waste services



## Summary

**Our ambition is to be the waste services supplier of choice for all Bristol businesses.**

We continue to build on our strong relationships across the city by offering waste solutions that are good for businesses, good for the environment and good for Bristol. We target partnerships with large Bristol-based organisations where we can deliver the message of waste reduction, sustainable waste services and good value, whilst also bringing in smaller work from SMEs to complement the service.

There is no doubt Covid-19 has had a profound effect on many of the businesses in Bristol. Although Bristol is home to numerous major facilities and head offices for leading regional, national and international enterprises, if the work from home model continues to be widely adopted and developed the next few years will see a reduced need for large offices as teams meet digitally rather than physically. Bristol has a vibrant commercial market, and we believe opportunities will still arise through companies restructuring, looking for bespoke collection services and a greater onus on value for money from a local, sustainable business.

We will work closely with BCC, looking at ways to improve internal services, seeking to make efficiencies and improve productivity via our existing contract, as well as growing our Non-Teckal facilities management and commercial waste opportunities.

By nurturing both income streams we will seek to substantially grow our market share over the next five years.

Our sales and marketing team will need to expand to meet these new demands and we intend to recruit a Head of Business Development along with a Proposal Developer to meet these challenges.

We have a small sales and operational team that consistently delivers new business growth in a cost-effective and structured manner. To pursue further higher value strategic partnerships with both BCC and SMEs in the Bristol region, the team must have the capacity and ability to prepare robust and profitable proposals that can be effectively managed and operated.

## Innovation

Avonmouth Phase 2 will include a new sorting line and shredding capability housed around an environmentally friendly building. The improved facilities will enable us to recycle more and considerably reduce the amount of waste sent to landfill. The increased capacity and speed of processing will give us the ability to grow commercial waste contracts substantially and sustainably.

When the 'village approach' restructure is complete, we will be able to reduce travel times across the city and significantly reduce our carbon footprint.

## 2021/22 Performance snapshot

From April to December, despite COVID-19, commercial waste has achieved sales of over £610,000 of annualised new business. Notable wins throughout 2021 include:

- Eco Shoots
- The Waste Connect – Aston Martin, BMW, Mini & Porsche
- Westonbirt Arboretum
- Bristol Port Company
- Caridon – Imperial Apartments
- BS1 - The Old City commercial waste contracts

The pipeline currently stands at a further £690,875.

As a local provider of waste services that looks after Bristol's residential properties on behalf of our shareholder Bristol City Council, we are in a unique position of strength. Our shareholder should help us to reinforce the message that we care about the local community we serve as we are very much a part of it. Our local customer focus is the differential between ourselves and our national competitors. It is also why many in the waste broker community choose Bristol Waste as their service partner for their customers with sites in the Bristol region. Another area of concentration is maintaining honest relationships with current customers to identify what we are doing well, where we can improve, as well as any further opportunities.






## Section 6: commercial waste services

### Marketing plans

Competent public relations, marketing and communications support has been essential to our marketing and communications strategy so far. Going forward, we will build on our established platforms and on the success of our award-winning campaigns, which have generated valuable regional and national recognition and new business opportunities.

The 2022/23 external marketing strategy will focus on promoting our new capabilities and seek greater coverage of our commercial offerings. Internally, the new structure within Bristol City Council will facilitate better stakeholder communications.

Commercial		
<p><b>Aim 1: Integrate 'Clean Streets' objectives from the Mayor's 'Waste Summit' into a bespoke service offering.</b></p>		  
<p><b>Priority 1 - Bespoke service offering</b></p>	<p><b>What</b> Develop our commercial offer following the Old City pilot scheme, providing a bespoke collection service offering.</p>	<p><b>Why</b> Mayoral and Council priority to improve the look of the city and raise standards. We recognise the role of commercial waste in the street scene and how this can be improved by storing and presenting waste and recycling correctly.</p>
	<p>Increase service offering.</p>	<p>As more choices are offered, Bristol Waste can become the supplier of choice for local businesses.</p>
<p><b>Key deliverables</b></p>	<p><b>What</b></p> <ul style="list-style-type: none"> <li>• Bins should only be presented during the agreed time zones. Working with the Council, we will offer a bespoke service of collections to result in bins being removed from the street outside of agreed time zones. A pilot scheme in the Old City will be completed in early 2022 ahead of roll-out across the rest of the city. Learnings and next steps to be agreed by strategic client before the full roll-out.</li> </ul>	<p><b>When</b></p> <ul style="list-style-type: none"> <li>• Q1</li> </ul>
	<ul style="list-style-type: none"> <li>• Work with the council to ensure enforcement activity is undertaken for any persistent offenders and in problem areas.</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>• Work with commercial customers to support increased recycling rates and reduced contamination of recycling bins.</li> </ul>	<ul style="list-style-type: none"> <li>• Q1</li> </ul>
	<ul style="list-style-type: none"> <li>• Introduce satisfaction surveys for commercial services.</li> </ul>	<ul style="list-style-type: none"> <li>• Q2</li> </ul>

# Section 6: commercial waste services



Commercial		
Aim 2: be the waste supplier of choice for local businesses.		  
Priority 2 - Waste supplier of choice	<b>What</b> Controlled, profitable and sustainable growth of commercial business.	<b>Why</b> As a Teckal business, any commercial surplus supports the municipal contract and either improves our service or is channelled back to Bristol City Council.
	Continue to develop our commercial team and a reputation for being straightforward and easy to work with.	Our people are our brand and will be the reason people choose us as their supplier.
Key deliverables	<b>What</b> <ul style="list-style-type: none"> <li>• Increase in sales and surplus accompanied by a high retention of new and existing business. Business Development will work with the operational team to win new contracts for the operational team to implement.</li> </ul>	<b>When</b> <ul style="list-style-type: none"> <li>• ongoing</li> </ul>

Commercial		
Aim 3: enhanced operational and financial contribution.		  
Priority 3 - enhanced contribution	<b>What</b> Deliver service improvements and reprocessing improvements to enhance operational and financial contribution.	<b>Why</b> We have a clear focus on efficiencies and continuous improvements.
Key deliverables	<b>What</b> <ul style="list-style-type: none"> <li>• Avonmouth Phase 2 will provide improved and cost-effective processing that meets the requirements for landfill and recycling targets.</li> </ul>	<b>When</b> <ul style="list-style-type: none"> <li>• Q3/Q4</li> </ul>
	<ul style="list-style-type: none"> <li>• Increased cost efficiency for our mobile services.</li> </ul>	<b>When</b> <ul style="list-style-type: none"> <li>• Q3/Q4</li> </ul>





# Section 7: workplace services

## Summary

**Bristol Workplace Services has been fully operational for six months, delivering services for Bristol City Council and one commercial client so far. 2021 saw the smooth transition of 183 Council employees to Workplace Services.**

There are many benefits to companies that have well-run facilities management (FM) services. Well-managed sites and buildings enable organisations to function at their most efficient and effective level, adding value to the organisation. Currently, Workplace Services provides cleaning and security services to the council but has the experience to deliver a wider range of facilities management services.

There are several market challenges facing Workplace Services in the next year.

FM as a career choice offers an interesting and diverse working life, with many opportunities for career development. Having skilled, motivated employees is essential and Bristol Workplace Services will focus on developing its teams in 2022/23.

Areas of development will include delegation, collaboration, interpersonal relationships, strategy formulation and implementation, and managing service providers.

We need to ensure that talented people are recruited and retained. Services are delivered by people, therefore attracting and retaining high-quality staff is vital.

Recruitment continues to be an area of concern with extremely competitive salary expectations in the wider FM labour market. Bristol Waste are now offering salaries above Living Wage, but this will remain an area of careful consideration to ensure consistent service delivery and continuity with the existing staff base.

The transferred fleet includes some fully depreciated vehicles, so a strategic fleet review is required to phase in new vehicles as well as a position on our current hired vehicle fleet. There are aspirations to move to full EV and these options will be evaluated during 2022/23.

Workplace Services are currently engaged in ongoing discussions with the Council regarding the variable elements of the contract, and the current 'Common Activities Programme' leading to the move towards the council's aspiration to become a corporate landlord. We would welcome the opportunity to input further into these programmes and help shape future delivery and fulfil the commitments made within the target operating model.

The Computer Aided Facilities Management (CAFM) build and delivery represents a considerable project involving Workplace Services and the council. This programme will result in the ability to digitally manage and plan service delivery and ensure contract stability and consistency. Workplace will have the ability to schedule and manage operations in real time whilst providing a rich data source to help analyse and interpret the effectiveness of our delivery methodologies.

Implementation of the new CAFM software and associated helpdesk will boost customer engagement, ensure adherence to performance measures, collate data and enable trend analysis for improved customer reporting.

## 2021/22 Performance snapshot

A successful transfer with minor issues, we saw a seamless transfer of staff and systems. This was an exceptionally challenging onboarding due to Covid impact on the 'physical' aspects of meeting and engaging with staff.

Quality, Health and Safety and initial training packages (including induction) now complete with 2637 hours of training undertaken to date.

Significant challenge in obtaining full Right to Work documentation (post transfer) and now fully complete and compliant.

All staff now have an assigned work order, place of work and correct hours, a significant shift from pre-transfer.

Reliance on Subcontractors to cover core works now largely eradicated although still some use for variable and one-off engagements. Total savings to BCC are forecast to be £2.88m over 5 years.

Recruitment challenges have been overcome by using a range of initiatives such as 'refer a friend', direct applicants from the Job Centre, Job Fairs, and local postcards.

Complaints are infrequent thanks to direct customer meetings and much improved customer liaison and relationships.

We have received positive recorded feedback from a range of Senior Council Stakeholders. Our direct stakeholder and Senior Director are pleased with delivery to date and direction of travel.

We are not complacent some improvements are required, notably to reporting (data) and these are in hand.

# Section 7: workplace services



We have made progress towards a more efficient and effective service.

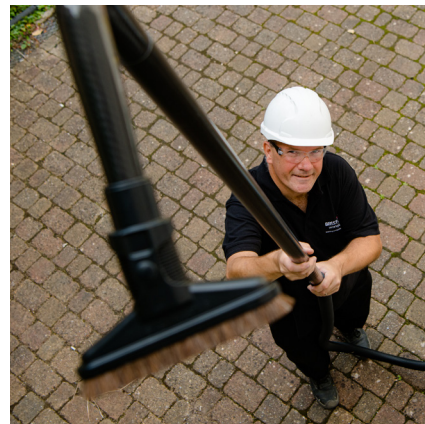


In 2022/23 work will continue to understand the impact of cultural change and help us move towards a more process driven and integrated service.

By listening to staff feedback, and through a continued engagement programme, we will shape the improvements needed. Workplace Services will spend time understanding the drivers of cultural change and assess the reasons behind high instances of sickness and absence.

## Opportunities

There are significant opportunities in the FM market for both Teckal and Non-Teckal development and growth. In 2022/23 we will develop a strategic growth plan and identify funding for resource to enable competent bid propositions.



<p><b>Teckal enabled growth (internal BCC)</b></p>	<p>We are open to taking on further areas of work within BCC and have started initial conversations to identify opportunities. Further discussion with senior stakeholders from both organisations is needed to understand Bristol Waste's potential offer and capability. A key enabling element is the relationship required between Bristol Waste and the council's procurement team. The outputs of the council's 'Common Activities' project and the move towards adopting a corporate landlord approach will generate both opportunities and risks for Bristol Waste.</p>
<p><b>Non-Teckal (outside of BCC)</b></p>	<p>There is significant scope for Non-Teckal business growth. Tender opportunities frequently arise within the Bristol geographic area that would be suitable for Workplace Services. The surrounding authorities have similar physical estates and require FM delivery and we have had initial discussions with a neighbouring authority regarding potential collaboration. Non-OJEU opportunities within the Bristol area are also frequent and include the new financial area surrounding Temple Meads and the existing manufacturing sectors in the north of the city.</p>







In 2022/23 we will develop a strategic growth plan and identify funding for resource to enable competent bid propositions.








# Section 7: workplace services

BWS		
<b>Aim 1: change from novated to 'steady state' operations driven by Target Operating Model (TOM)</b>		  
<b>Priority 1 – Target operating model</b>	<b>What</b> Introduction and delivery of new ways of working.	<b>Why</b> Out of date processes have been reviewed and new processes created to provide the workforce with clear management and direction of travel.
	Ensure staff have the tools they need to work efficiently.	We value our staff and want to make sure they have the right tools for the job.
<b>Key deliverables</b>	<b>What</b> <ul style="list-style-type: none"> <li>• Process maps, processes, training, service matrix.</li> </ul>	<b>When</b> <ul style="list-style-type: none"> <li>• phased over the year with full completion of the service matrix by Q3 &amp; enabling activities embedded by the end of Q2.</li> </ul>
	<ul style="list-style-type: none"> <li>• Fleet review and business case.</li> </ul>	<ul style="list-style-type: none"> <li>• Q3</li> </ul>

BWS		
<b>Aim 2: Efficient working to reduce overtime and use of subcontractors</b>		  
<b>Priority 2 – Efficient working practices</b>	<b>What</b> Create and implement a mobile reactive response team.	<b>Why</b> Self-delivery is becoming increasingly necessary in a more competitive labour market. This will build resilience.
<b>Key deliverables</b>	<b>What</b> <ul style="list-style-type: none"> <li>• Mobile response team introduced.</li> </ul>	<b>When</b> <ul style="list-style-type: none"> <li>• Q2</li> </ul>

BWS		
<b>Aim 3: Implementation of CAFM and helpdesk system</b>		  
<b>Priority 3 – CAFM and helpdesk system</b>	<b>What</b> Successful implementation of the new CAFM system.	<b>Why</b> Enable the helpdesk function and equip the workforce to provide a quick, reactive response to ad hoc tasks. Increase productivity and improve reporting on standard day-to-day works.
<b>Key deliverables</b>	<b>What</b> <ul style="list-style-type: none"> <li>• CAFM system installed</li> </ul>	<b>When</b> <ul style="list-style-type: none"> <li>• Q3</li> </ul>
	<ul style="list-style-type: none"> <li>• Co-ordinator team in place and trained</li> </ul>	<ul style="list-style-type: none"> <li>• Q3</li> </ul>
	<ul style="list-style-type: none"> <li>• Workforce digitalised</li> </ul>	<ul style="list-style-type: none"> <li>• Q3</li> </ul>

# Section 7: workplace services



<b>BWS</b>					
<b>Aim 4: Continuous improvement of workforce</b>					
<b>Priority 4 – Continuous improvement</b>	<b>What</b> Focus on productivity, recruitment and driving down absence due to sickness. Improve staff engagement.	<b>Why</b> An enthusiastic, motivated workforce will provide an excellent service and the continuous improvement will allow for strategic planning and business development.			
<b>Key deliverables</b>	<b>What</b> • Reduction of long-term absence due to sickness.	<b>When</b> • ongoing			
	• Quarterly staff surveys and subsequent targeted action plans.	• Q1			
	• Input into wider 'Bristol Waste People' initiatives and reviews (see People section for details)	• ongoing			
	• Build on 'Bright Ideas' pilot to increase staff engagement by recognising and rewarding innovation and above and beyond activity.	• ongoing			

<b>BWS</b>					
<b>Aim 5: Grow the business (Teckal and Non-Teckal)</b>					
<b>Priority 5 – Grow the business</b>	<b>What</b> Develop a strategic growth plan.	<b>Why</b> Enable cohesive and sustainable growth, to consider risk factors, market available opportunities, approach to these opportunities and key success / strength factors. For works with BCC and wider non Teckal entities and contracts.			
<b>Key deliverables</b>	<b>What</b> • Research, produce and approve a strategic growth plan to include five-year growth plan.	<b>When</b> • Q1			
	• Develop and implement a bid/no bid process, business development library and a business development collateral and marketing communications website.	• Q2			
	• Identify and recruit business development team.	• Q3			
	• A common procurement programme to look at joint procurement activities between Bristol Waste and Workplace.	• Q2			



## Section 8: financial plan

### 2022/23 Business plan financials - high level

The table below shows a high-level summary of our financial business plan for 2022/23. It shows comparison numbers against our forecast outturn for the current financial year 2021/22 and the 2022/23 forecast from our 2021/22 previously published business plan.

The forecast outturn numbers are based on seven months actual numbers in the current financial year plus five months forecast numbers to March 2022.

At company level our business plan shows a surplus for the year of £705k.

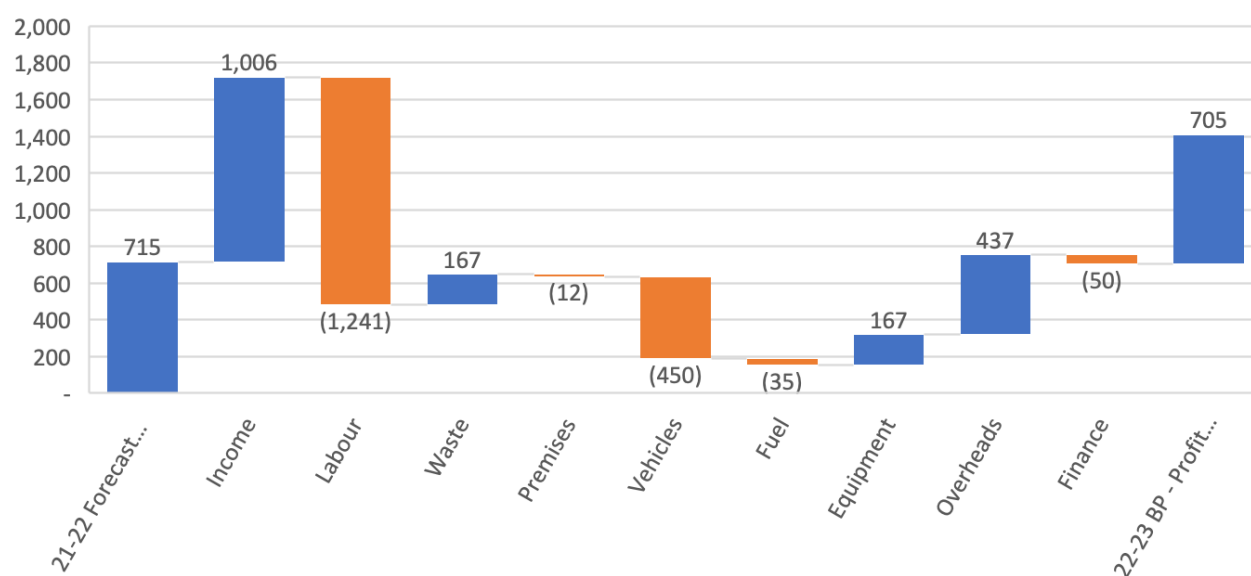
Company	22-23 Business Plan		21-22 Forecast			22-23 (21-22 Business Plan)		
	£k	% of income	£k	£k	%	£k	£k	%
<b>Revenue</b>								
Contract Revenue - Fixed	40,181	73%	39,144	1,037	3%	40,181	0	0%
Contract Revenue - Variable	-	-	43	(43)	(100)%	-	-	-
FM Contract Revenue	5,516	10%	5,130	386	8%	5,516	(0)	(0)%
Recyclables Revenue	3,344	6%	3,826	(481)	(13)%	1,899	1,445	76%
BCC Recovery	-	-	35	(35)	(100)%	-	-	-
Other Income	5,676	10%	5,534	142	3%	5,953	(277)	(5)%
Interest Income	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>54,718</b>	<b>100%</b>	<b>53,711</b>	<b>1,006</b>	<b>2%</b>	<b>53,549</b>	<b>1,169</b>	<b>2%</b>
<b>Cost of Sales</b>								
Labour	28,211	52%	26,970	(1,241)	5%	28,030	181	(1)%
Waste Disposal	15,649	29%	15,816	167	(1)%	15,056	593	(4)%
Premises	1,353	2%	1,341	(12)	1%	1,277	76	(6)%
Vehicle & Fleet	4,620	8%	4,171	(450)	11%	4,468	153	(3)%
Fuel	1,630	3%	1,595	(35)	2%	1,297	333	(26)%
Equipment & Materials	1,033	2%	1,200	167	(14)%	1,310	(277)	21%
<b>Total cost of sales</b>	<b>52,496</b>	<b>96%</b>	<b>51,093</b>	<b>1,403</b>	<b>3%</b>	<b>51,437</b>	<b>1,059</b>	<b>2%</b>
Overheads & Central	840		1,277	437	(34)%	1,875	(1,035)	(55)%
Finance and depreciation	676		627	(50)		676		-
Overheads & Central	1,516	3%	1,903	387	(20)%	1,875	(359)	(19)%
<b>Surplus / Deficit</b>	<b>705</b>	<b>1.3%</b>	<b>715</b>	<b>10</b>		<b>237</b>	<b>468</b>	
Paymech - subject to review	-					555		
Surplus after paymech	705					792		



## Section 8: financial plan



### High level movements 2021-22



#### Income

The movements in income can be attributed to the full year effect of the FM income, weakening of recycle market and a reduction in projects income.

#### Labour

FM is in the plan for a full year. An inflationary increase is included for annual pay awards. Although we are feeling the impact of the labour shortage, we continue to target direct recruitment and reduce agency spend.

#### Waste

Waste costs will remain broadly in line with current outturn.

#### Vehicles and fuel

Increase in fleet costs can be attributed to vehicle replacements where the vehicle being replaced is fully depreciated in the current year, resulting in an increase in depreciation charge in the business plan.

#### Equipment

The decrease is driven by improvements on controls over replacement bins and containers.

#### Overheads & Finance

The business plan includes a significant reduction in fees, driven by a reduction on Bristol Holding Company charges and less use of consultants as we move to a 'steady state' on several projects that have completed in the current year.

Overheads also reduce in the business plan as associated other income included in previous years is not included in 22-23 numbers. Hence the costs associated with the other income also falls away.

Finance costs include loan interest payments to BCC at market rates and reflect an increase in investment as planned. The 2021-2022 outturn figures include gains made of disposal of old assets – vehicles and the baler.

The table below and waterfall chart show the movement from our 21-22 forecast outturn to our draft 22-23 business plan.

<b>21-22 Forecast outturn - Profit / (Loss)</b>	<b>715</b>
Income	1,006
Labour	(1,241)
Waste	167
Premises	(12)
Vehicles	(450)
Fuel	(35)
Equipment	167
Overheads	437
Finance	(50)
<b>22-23 BP - Profit / (Loss)</b>	<b>705</b>

See exempt appendix E for detailed breakdown of other income.



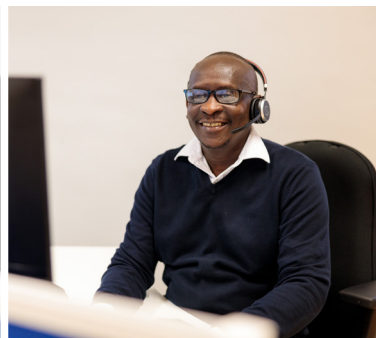


## Section 8: financial plan

### 2022/23 Business plan financials – business divisions

This table shows our 2022-2023 split into main business divisions. Commercial and FM contribute a profit of £560k to the overall business plan profit of £705k.

	Municipal	Commercial	FM	Company
Revenue	£k	£k	£k	£k
Contract Revenue - Fixed	40,181	-	-	40,181
FM Contract Revenue	-	-	5,516	5,516
Recyclables Revenue	3,344	-	-	3,344
Other Income	538	5,078	60	5,676
<b>Total Revenue</b>	<b>44,064</b>	<b>5,078</b>	<b>5,576</b>	<b>54,718</b>
<b>Cost of Sales</b>				
Labour	22,767	1,311	4,133	28,211
Waste Disposal	12,672	2,822	155	15,649
Premises	1,089	126	138	1,353
Vehicle & Fleet	4,349	244	273	4,866
Fuel	1,449	101	80	1,630
Equipment & Materials	603	83	375	1,061
<b>Total cost of sales</b>	<b>42,931</b>	<b>4,686</b>	<b>5,153</b>	<b>52,770</b>
Overheads & Central	689	116	138	943
Finance and depreciation	300	-	-	300
Overheads & Central	989	116	138	1,243
<b>Surplus / Deficit</b>	<b>144</b>	<b>276</b>	<b>284</b>	<b>705</b>
Paymech - subject to review	-	-	-	-
<b>Surplus after paymech</b>	<b>144</b>	<b>276</b>	<b>284</b>	<b>705</b>



# Section 8: financial plan



## 2022/23 Business plan financials – financial efficiencies

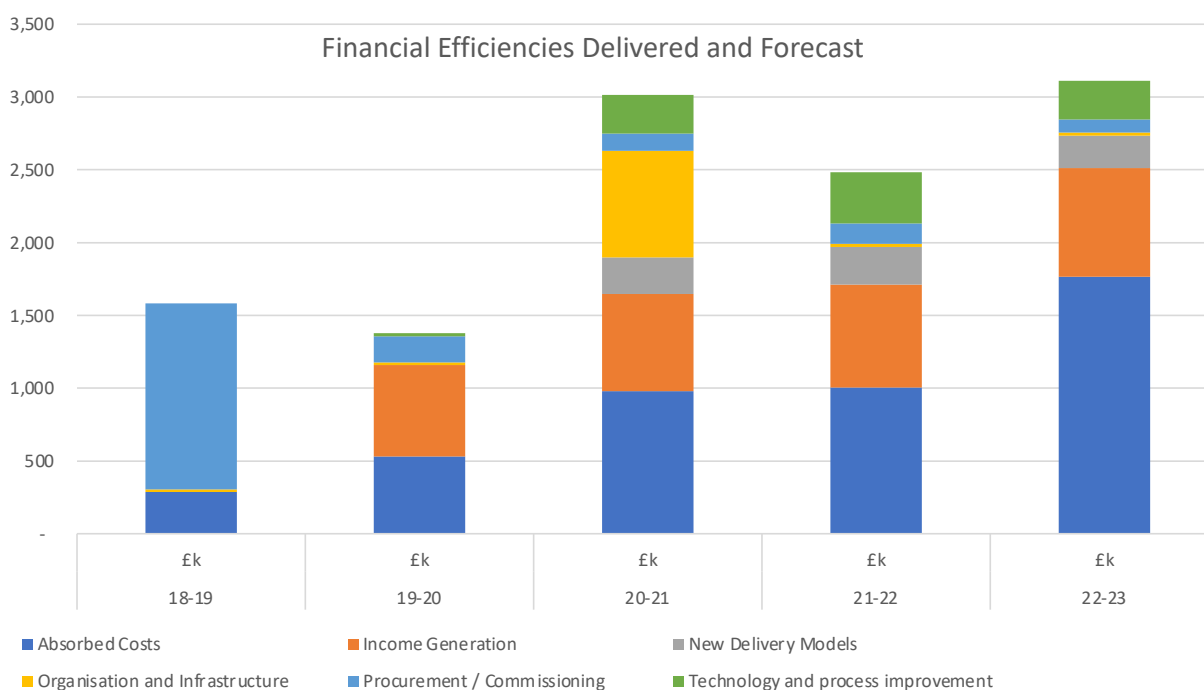
Over the last four years Bristol Waste has delivered £8.45m of efficiencies, with a further £3.1m already planned and in delivery for 2022-2023, ensuring we deliver within the contract budget.

Key efficiencies include:

- the absorption of additional Bristol housing (£1.6m 2022 - 2023)
- Hartcliffe HRRC capital spend contribution
- renegotiated food disposal contract to allow additional tonnages to be disposed of at reduced rates (£1.5m 2018 – 2023)
- the table (below) outlines the operational financial efficiencies delivered and forecast 2018 - 2023\*
- 2022 - 2023 forecast efficiencies include incremental additional operating costs of £751k for Hartcliffe HRRC.

Financial Efficiencies Delivered and Forecast	18-19	19-20	20-21	21-22	22-23	Total
	£k	£k	£k	£k	£k	£k
Absorbed Costs	288	531	981	1,003	1,766	<b>4,568</b>
Income Generation	-	627	667	707	747	<b>2,748</b>
New Delivery Models	-	-	251	261	221	<b>733</b>
Organisation and Infrastructure	18	18	730	20	21	<b>807</b>
Procurement / Commissioning	1,278	181	121	141	91	<b>1,812</b>
Technology and process improvement	-	20	265	350	265	<b>900</b>
<b>Total</b>	<b>1,583</b>	<b>1,377</b>	<b>3,015</b>	<b>2,482</b>	<b>3,111</b>	<b>11,568</b>

\*Does not include £1m Hartcliffe HRRC capital contribution from BWC.







## Section 8: financial plan

### 2022/23 Business plan financials – municipal

The table below summarises the municipal core contract financials comparing against forecast outturn and our previously published business plan.

Municipal	22-23 Business Plan		21-22 Forecast			22-23 (21-22 Business Plan)		
	£k	% of income	£k	£k	%	£k	£k	%
<b>Revenue</b>								
Contract Revenue - Fixed	40,181	91%	39,144	1,037	3%	40,181	0	0%
Contract Revenue - Variable	-	-	43	(43)	(100)%	617	(617)	(100)%
Recyclables Revenue	3,344	8%	3,826	(481)	(13)%	1,899	1,445	76%
BCC Recovery	-	-	35	(35)	(100)%	-	-	-
Other Income	538	1%	1,191	(653)	(55)%	1,361	(823)	(60)%
<b>Total Revenue</b>	<b>44,064</b>	<b>100%</b>	<b>44,238</b>	<b>(174)</b>	<b>0%</b>	<b>44,058</b>	<b>6</b>	<b>0%</b>
<b>Cost of Sales</b>								
Labour	22,767	52%	21,650	1,117	(5)%	22,305	462	(2)%
Waste Disposal	12,672	29%	13,309	(637)	5%	13,032	(360)	3%
Premises	1,089	2%	1,341	(251)	19%	1,202	(113)	9%
Vehicle & Fleet	4,349	10%	3,873	476	(12)%	4,124	225	(5)%
Fuel	1,449	3%	1,462	(13)	1%	1,235	214	(17)%
Equipment & Materials	603	1%	867	(264)	30%	702	(99)	14%
<b>Total cost of sales</b>	<b>42,931</b>	<b>97%</b>	<b>42,503</b>	<b>428</b>	<b>1%</b>	<b>42,600</b>	<b>331</b>	<b>1%</b>
Overheads & Central	689		1,019	(330)	32%	1,779	(1,090)	61%
Finance and depreciation	300		614					
Overheads & Central	989	2%	1,633	(644)	39%	1,779	(790)	44%
<b>Surplus / Deficit</b>	<b>144</b>	<b>0%</b>	<b>103</b>	<b>41</b>	<b>40%</b>	<b>(321)</b>	<b>465</b>	<b>145%</b>
Paymech - subject to review	-					555		
Surplus after paymech	144					234		

The costs include the incremental increase of operating Hartcliffe at £751k. It shows a net surplus of £144k with no Paymech payment being made either way between Bristol Waste and BCC.

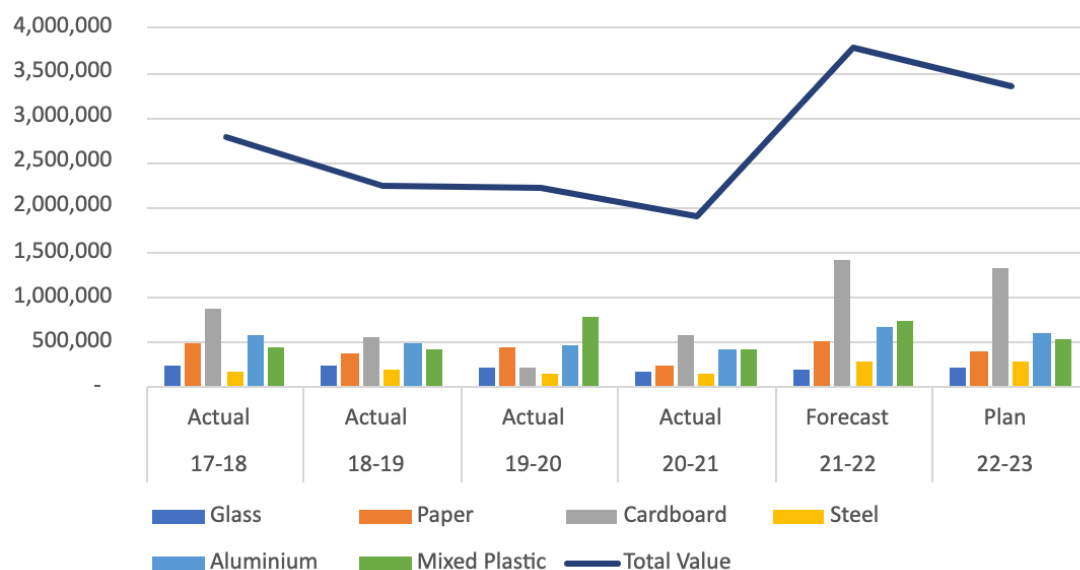


# Section 8: financial plan



## 2022/23 Municipal supporting information - recycle income

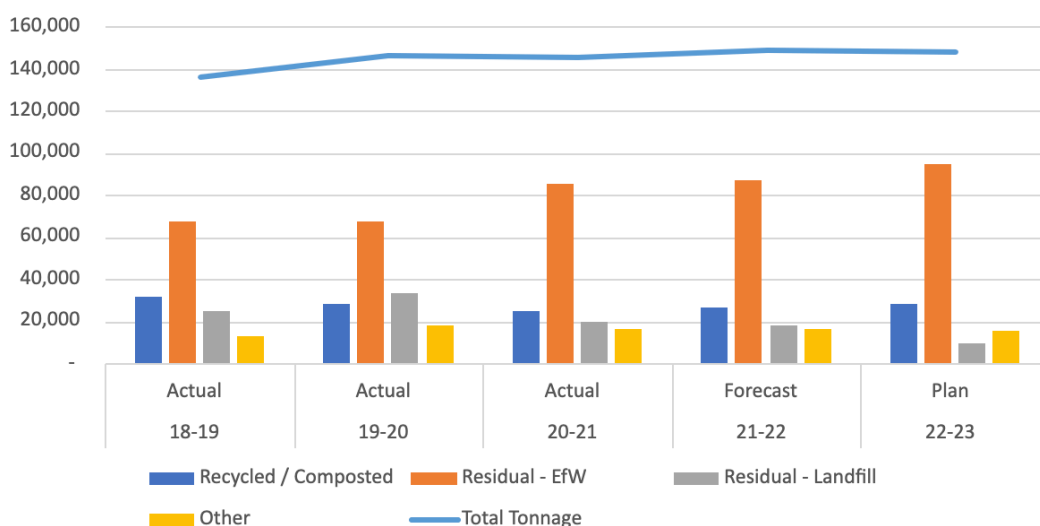
Income by material	17-18	18-19	19-20	20-21	21-22	22-23
	Actual	Actual	Actual	Actual	Forecast	Plan
	£k	£k	£k	£k	£k	£k
Glass	236	244	201	162	179	211
Paper	487	375	429	223	499	403
Cardboard	862	546	200	573	1,417	1,323
Steel	174	192	151	145	287	273
Aluminium	579	475	452	404	670	600
Mixed Plastic	447	408	784	409	733	535
<b>Total Value</b>	<b>2,784</b>	<b>2,240</b>	<b>2,217</b>	<b>1,916</b>	<b>3,785</b>	<b>3,344</b>



See exempt appendix C for detailed breakdown of recycle income.

## 2022/23 Municipal supporting information - waste disposal

Tonnages by destination	18-19	19-20	20-21	21-22	22-23
	Actual	Actual	Actual	Forecast	Plan
Recycled / Composted	31,352	28,324	24,875	26,996	28,685
Residual - EfW	67,585	67,601	85,193	87,409	94,405
Residual - Landfill	25,044	33,055	19,658	18,127	9,520
Other	12,940	17,885	16,429	16,581	15,919
<b>Total Tonnage</b>	<b>136,921</b>	<b>146,865</b>	<b>146,155</b>	<b>149,113</b>	<b>148,530</b>





## Section 8: financial plan

### 2022/23 Municipal supporting information – Paymech

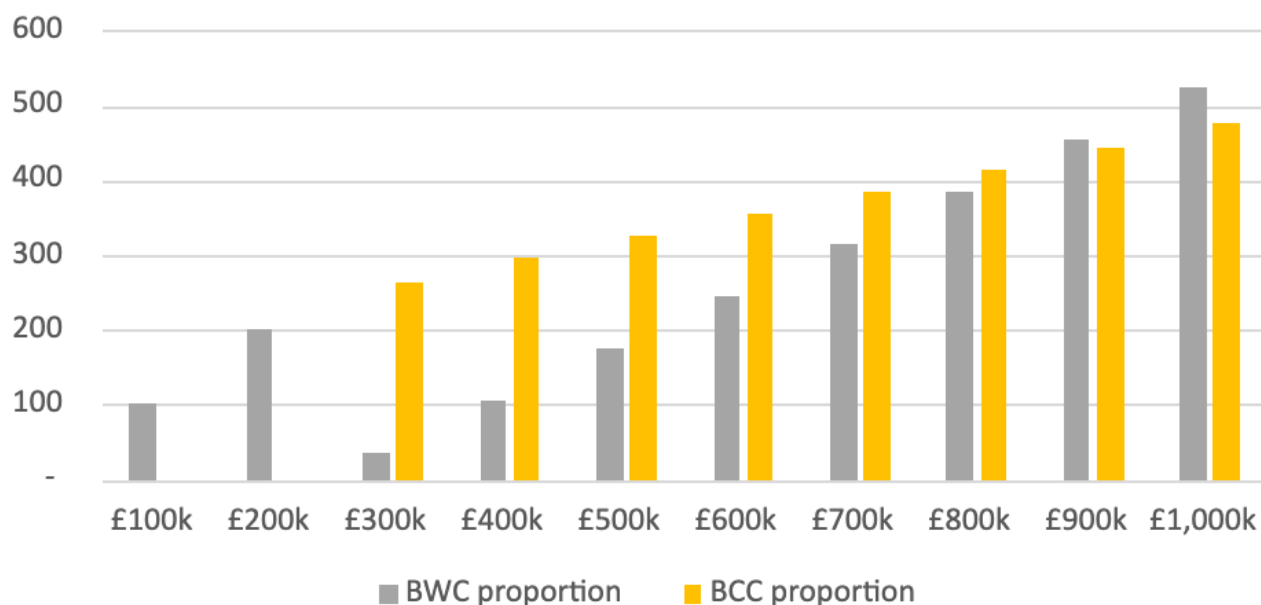
The Paymech in place is a risk/reward arrangement between BCC and Bristol Waste.

- It was established to provide a mechanism for Bristol Waste to give a proportion of surplus profits to our shareholder BCC, whilst at the same time providing Bristol Waste with an element of support, if required, given the volatility of the recycle market.
- It is a cost-plus calculation that takes our Teckal core service revenue and compares that with the direct costs of delivering the service plus a margin of 15%. Our recommendation is that the margin now moves to 14% for 22-23 and the following two years.
- If the gap between the two figures is less than £250k (surplus or deficit) this stays with Bristol Waste. If the gap exceeds £250k (either way) then the first £250k is either paid to BCC or received from BCC.

Amounts exceeding £250k are split in the proportion:

- BCC 30%
- Bristol Waste 70%.

Illustrated below are the payments under the Paymech calculation at various levels of profit. Negative variances would be a 'mirror image' of the table.



Paymech		17-18	18-19	19-20	20-21	21-22	22-23	22-24	22-25	22-26	22-27
	%	£100k	£200k	£300k	£400k	£500k	£600k	£700k	£800k	£900k	£1,000k
Cost plus v Core price variation	-	100	200	300	400	500	600	700	800	900	1,000
Cap / Collar level	-	250	250	250	250	250	250	250	250	250	250
BWC proportion	70%	100	200	35	105	175	245	315	385	455	525
BCC proportion	30%	-	-	265	295	325	355	385	415	445	475

# Section 8: financial plan



## 2022/23 to 2026/27 five-year business plan financials – municipal

Municipal	22-23 Business Plan		23-24			24-25			25-26			26-27		
Revenue	£k	% of income	Variance			Variance			Variance			Variance		
			£k	£k	%	£k	£k	%	£k	£k	%	£k	£k	%
Contract Revenue - Fixed	40,181	91%	41,246	1,065	3%	42,339	1,093	3%	43,461	1,122	3%	44,613	1,152	3%
Recyclables Revenue	3,344	8%	3,433	89	3%	3,524	91	3%	3,617	93	3%	3,713	96	3%
Other Income	538	1%	587	49	8%	643	56	9%	680	37	5%	718	38	5%
<b>Total Revenue</b>	<b>44,064</b>	<b>100%</b>	<b>45,266</b>	<b>1,203</b>	<b>3%</b>	<b>46,506</b>	<b>1,240</b>	<b>3%</b>	<b>47,758</b>	<b>1,252</b>	<b>3%</b>	<b>49,044</b>	<b>1,286</b>	<b>3%</b>
<b>Cost of Sales</b>														
Labour	22,767	52%	23,374	(607)	(3)%	23,998	(623)	(3)%	24,636	(638)	(3)%	25,290	(655)	(3)%
Waste Disposal	12,672	29%	13,008	(336)	(3)%	13,353	(345)	(3)%	13,707	(354)	(3)%	14,070	(363)	(3)%
Premises	1,089	2%	1,118	(29)	(3)%	1,148	(30)	(3)%	1,178	(30)	(3)%	1,210	(31)	(3)%
Vehicle & Fleet	4,349	10%	4,403	(54)	(1)%	4,459	(55)	(1)%	4,516	(57)	(1)%	4,574	(58)	(1)%
Fuel	1,449	3%	1,487	(38)	(3)%	1,527	(39)	(3)%	1,567	(40)	(3)%	1,609	(42)	(3)%
Equipment & Materials	603	1%	618	(15)	(2)%	633	(15)	(2)%	649	(16)	(2)%	665	(16)	(2)%
<b>Total cost of sales</b>	<b>42,931</b>	<b>97%</b>	<b>44,009</b>	<b>(1,079)</b>	<b>(2)%</b>	<b>45,117</b>	<b>(1,108)</b>	<b>(2)%</b>	<b>46,252</b>	<b>(1,135)</b>	<b>(2)%</b>	<b>47,418</b>	<b>(1,165)</b>	<b>(2)%</b>
Overheads & Central	689		702	(13)	(2)%	716	(14)	(2)%	729	(13)	(2)%	743	(14)	(2)%
Finance and depreciation	300		301			301			302			303		
Overheads & Central	989	2%	1,003	(14)	1%	1,017	(15)	1%	1,031	(14)	1%	1,046	(14)	1%
<b>Surplus / Deficit</b>	<b>144</b>	<b>0%</b>	<b>254</b>	<b>110</b>	<b>43%</b>	<b>371</b>	<b>117</b>	<b>32%</b>	<b>475</b>	<b>103</b>	<b>22%</b>	<b>581</b>	<b>106</b>	<b>18%</b>
Paymech	-		-			-			-			-		
Surplus after paymech	144		254			371			475			581		



## Section 8: financial plan

### 2022-23 Business plan financials – commercial

Our commercial income is made up of three components:

- bulk waste from third party customers. This varies from small solo employee businesses to large commercial waste companies (c.50%)
- commercial bin collections from businesses (c.40%)
- BCC trade waste collections (c.10%).

Bulk waste gives opportunities for higher margins through 'waste mining'. Taking in waste at landfill disposal rates and then sorting waste into component streams such as wood which offer lower disposal rates.

The Business Plan for 2022/23 currently shows a slight reduction in profit on 2021/22 forecast outturn. In 2021/22, we have received a number of 'one offs' that have increased margin, for example, large commercial customers that have used our processing site at Avonmouth while their facilities have been out of action. Recent merger activity in the waste sector is forecast to have an impact on our bulk trade waste income in 2022/23.

Commercial	22-23 Business Plan		21-22 Forecast			22-23 (21-22 Business Plan)		
	£k	% of income	Variance			Variance		
Revenue	£k	% of income	£k	£k	%	£k	£k	%
Other Income	5,078	100%	4,275	804	19%	4,532	546	100%
<b>Total Revenue</b>	<b>5,306</b>	<b>1%</b>	<b>4,948</b>	<b>359</b>	<b>7%</b>	<b>3,331</b>	<b>1,975</b>	<b>59%</b>
<b>Cost of Sales</b>								
Labour	1,311	26%	1,063	248	(23)%	1,266	45	(4)%
Waste Disposal	2,822	56%	2,378	444	(19)%	2,580	242	(9)%
Premises	126	2%	-	126	-	75	51	(67)%
Vehicle & Fleet	244	5%	153	91	(59)%	145	99	(68)%
Fuel	101	2%	71	30	(41)%	62	39	(63)%
Equipment & Materials	83	2%	78	6	(7)%		83	-
<b>Total cost of sales</b>	<b>4,686</b>	<b>120%</b>	<b>3,743</b>	<b>943</b>	<b>25%</b>	<b>4,128</b>	<b>558</b>	<b>14%</b>
Overheads & Central	116	2%	69	47	(69)%	96	20	21%
<b>Surplus / Deficit</b>	<b>276</b>	<b>5%</b>	<b>463</b>	<b>(186)</b>		<b>308</b>	<b>(32)</b>	

The draft Business Plan for 22-23 currently shows a slight reduction in profit on 21-22 forecast outturn. In 21-22 we have received a number of 'one offs' in the current year that have increased margin e.g. large commercial customers that have used our processing site at Avonmouth while their facilities have been out of action. Viridor have recently been bought by Biffa which will impact on our bulk trade waste income in 22-23 from current year.

# Section 8: financial plan

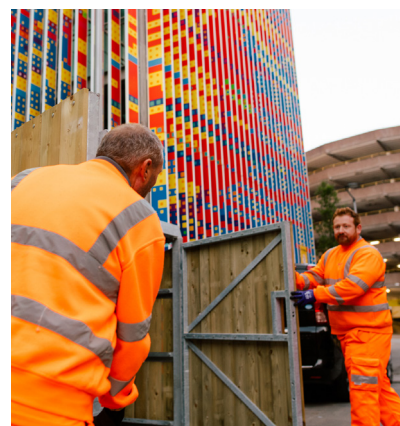


## 2022/23 to 2026-27 five-year business plan financials – commercial

Our commercial income is made up of three components:

- bulk waste from third party customers. This varies from small solo employee businesses to large commercial waste companies (c50%)

Commercial	22-23 Business Plan		23-24			24-25			25-26			26-27		
	£k	% of income	Variance			Variance			Variance			Variance		
Revenue	£k	% of income	£k	£k	%	£k	£k	%	£k	£k	%	£k	£k	%
Other Income	5,078	12%	5,288	210	4%	5,528	240	4%	5,800	271	5%	6,103	304	5%
<b>Total Revenue</b>	<b>5,078</b>	<b>12%</b>	<b>5,288</b>	<b>210</b>	<b>4%</b>	<b>5,528</b>	<b>240</b>	<b>4%</b>	<b>5,800</b>	<b>271</b>	<b>5%</b>	<b>6,103</b>	<b>304</b>	<b>5%</b>
<b>Cost of Sales</b>														
Labour	1,311	3%	1,354	(44)	(3)%	1,402	(48)	(3)%	1,489	(87)	(6)%	1,547	(57)	(4)%
Waste Disposal	2,822	6%	2,934	(112)	(4)%	3,062	(128)	(4)%	3,205	(144)	(4)%	3,365	(160)	(5)%
Premises	126	0%	129	(3)	(3)%	132	(3)	(3)%	136	(4)	(3)%	139	(4)	(3)%
Vehicle & Fleet	244	1%	250	(6)	(3)%	257	(7)	(3)%	289	(32)	(11)%	297	(8)	(3)%
Fuel	101	0%	104	(3)	(3)%	106	(3)	(3)%	109	(3)	(3)%	112	(3)	(3)%
Equipment & Materials	83	0%	83	(0)	(0)%	84	(0)	(0)%	84	(0)	(0)%	84	(0)	(0)%
<b>Total cost of sales</b>	<b>4,686</b>	<b>92%</b>	<b>4,855</b>	<b>(169)</b>	<b>(3)%</b>	<b>5,043</b>	<b>(189)</b>	<b>(4)%</b>	<b>5,313</b>	<b>(269)</b>	<b>(5)%</b>	<b>5,544</b>	<b>(232)</b>	<b>(4)%</b>
Overheads & Central	116		119	(3)	(3)%	122	(3)	(3)%	125	(3)	(3)%	128	(3)	(3)%
<b>Surplus / Deficit</b>	<b>276</b>	<b>5%</b>	<b>314</b>	<b>38</b>	<b>12%</b>	<b>363</b>	<b>48</b>	<b>13%</b>	<b>362</b>	<b>(1)</b>	<b>(0)%</b>	<b>430</b>	<b>69</b>	<b>16%</b>







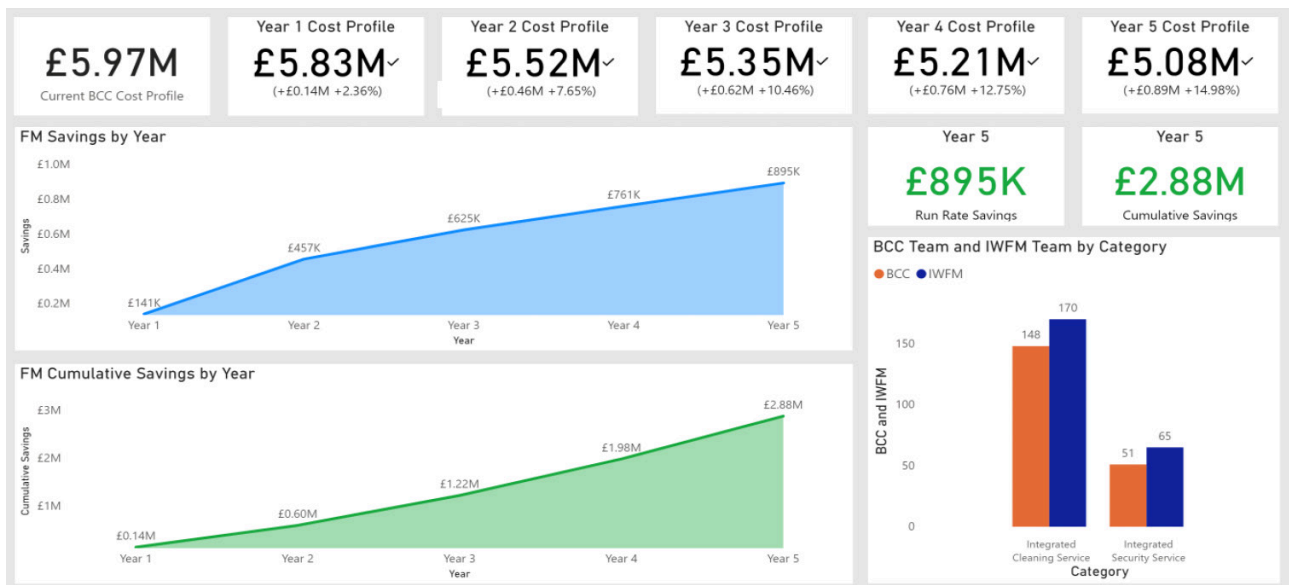
## Section 8: financial plan

### 2022-23 Business plan financials – workplace services

- The table below summarises the FM contract performance.
- The business plan shows a surplus of £284k which is above the previous budget and continues to deliver savings and service improvement to BCC.
- 2021/22 forecast numbers are for 10 months of the year (as BCC FM transferred to BWC from 1 June 21). 2022/23 is a full year.

FM	22-23 Business Plan		21-22 Forecast			22-23 (21-22 Business Plan)		
	£k	% of income	£k	£k	%	£k	£k	%
<b>Revenue</b>			<b>Variance</b>			<b>Variance</b>		
			£k	£k	%	£k	£k	%
FM Contract Revenue	5,516	99%	5,130	386	8%	5,516	0	0%
Other Income	60	1%	69	(9)	(13)%	60	-	-
<b>Total Revenue</b>	<b>5,576</b>	<b>100%</b>	<b>5,199</b>	<b>377</b>	<b>7%</b>	<b>5,576</b>	<b>0</b>	<b>0%</b>
<b>Cost of Sales</b>								
Labour	4,133	74%	4,257	(124)	3%	4,519	(386)	(9)%
Waste Disposal	155	3%	130	25	(20)%	155	-	-
Premises	138	2%	-	138	-	138	-	-
Vehicle & Fleet	273	5%	144	129	(89)%	199	74	37%
Fuel	80	1%	61	19	(31)%	80	-	-
Equipment & Materials	375	7%	255	120	(47)%	608	(233)	(38)%
<b>Total cost of sales</b>	<b>5,153</b>	<b>92%</b>	<b>4,847</b>	<b>306</b>	<b>6%</b>	<b>5,326</b>	<b>(173)</b>	<b>(3)%</b>
Overheads & Central	138	0%	202	(64)	32%	138	-	-
<b>Surplus / Deficit</b>	<b>284</b>	<b>5%</b>	<b>150</b>	<b>135</b>		<b>250</b>	<b>34</b>	

This dashboard shows the agreed cost and savings profile for the BCC FM contract. The contract was awarded to improve service and make savings on the existing costs that BCC spent. Any surplus made by Bristol Waste is separate from the above, and shown in the five-year FM financials table.



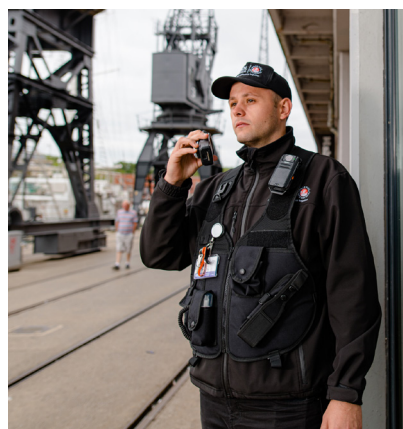
The BCC savings profile below increases from £140k in the first year up to £890k in year five, giving a cumulative saving to BCC of £2.88m.

# Section 8: financial plan



## 2022-23 to 2026-27 Five year business plan financials – workplace services

FM	22-23 Business Plan		23-24			24-25			25-26			26-27		
	£k	% of income	Variance			Variance			Variance			Variance		
Revenue	£k	% of income	£k	£k	%	£k	£k	%	£k	£k	%	£k	£k	%
FM Contract Revenue	5,516	13%	6,938	1,422	20%	8,372	1,434	17%	10,093	1,722	17%	12,111	2,017	17%
Other Income	60	0%	62	2	3%	63	2	3%	65	2	3%	67	2	3%
<b>Total Revenue</b>	<b>5,576</b>	<b>13%</b>	<b>6,999</b>	<b>1,424</b>	<b>20%</b>	<b>8,435</b>	<b>1,435</b>	<b>17%</b>	<b>10,158</b>	<b>1,724</b>	<b>17%</b>	<b>12,177</b>	<b>2,019</b>	<b>17%</b>
<b>Cost of Sales</b>														
Labour	4,133	9%	5,092	(960)	(19)%	6,290	(1,197)	(19)%	7,731	(1,442)	(19)%	9,424	(1,692)	(18)%
Waste Disposal	155	0%	159	(4)	(3)%	163	(4)	(3)%	168	(4)	(3)%	172	(4)	(3)%
Premises	138	0%	142	(4)	(3)%	145	(4)	(3)%	149	(4)	(3)%	153	(4)	(3)%
Vehicle & Fleet	273	1%	280	(7)	(3)%	287	(7)	(3)%	295	(8)	(3)%	303	(8)	(3)%
Fuel	80	0%	82	(2)	(3)%	84	(2)	(3)%	87	(2)	(3)%	89	(2)	(3)%
Equipment & Materials	375	1%	435	(60)	(14)%	509	(74)	(15)%	597	(88)	(15)%	701	(103)	(15)%
<b>Total cost of sales</b>	<b>5,153</b>	<b>92%</b>	<b>6,190</b>	<b>(1,037)</b>	<b>(17)%</b>	<b>7,479</b>	<b>(1,289)</b>	<b>(17)%</b>	<b>9,027</b>	<b>(1,548)</b>	<b>(17)%</b>	<b>10,841</b>	<b>(1,814)</b>	<b>(17)%</b>
Overheads & Central	138	0%	142	(4)	3%	146	(4)	3%	149	(4)	3%	153	(4)	3%
<b>Surplus / Deficit</b>	<b>284</b>	<b>5%</b>	<b>668</b>	<b>383</b>	<b>57%</b>	<b>810</b>	<b>143</b>	<b>18%</b>	<b>982</b>	<b>171</b>	<b>17%</b>	<b>1,183</b>	<b>201</b>	<b>17%</b>





## Section 8: financial plan

### Investment Plans and Reserves

#### Waste Shredder – Avonmouth

As part of our business plan, we are proposing £585K capital investment in a waste shredder to give annual savings on waste disposal. This will provide annual operational cost savings based on haulage reduction and shredding non-recyclable waste, moving from landfill to Energy from Waste (EfW).

The shredder will be operational in Winter 2022 with full year savings of £287k and £96k reflected in 2022/23 numbers for four months of operation. No loan funding is being sought for this investment from BCC and it will be funded by Bristol Waste reserves.

#### Vehicle and Fleet

In 2022/23 we will consider vehicle fleet replacements, particularly with the ageing fleet in Workplace Services. Options are currently being explored on the benefits of leasing vs. purchase on these vehicles. This is due to lack of availability of new electric vehicles, along with the necessary charging infrastructure for mobile and off-site operatives. Any investment in new vehicles in 2022/23 will be funded from BWC reserves with no requirement for loan funding from BWC.

#### Avonmouth Phase 2

The £2.8m investment in a new additional baler and new sorting lines at our Avonmouth site was approved as part of our 2021/22 business plan together with loan funding from BCC. This project is progressing with completion scheduled for Winter 2022.

The main baler at Albert Road was replaced during the 2021-22 financial year at an investment of £350k to enhance performance and provide much greater reliability, however it does remain a single point of failure, without the addition of a secondary baler.

#### Avonmouth Phase 2 provides the following benefits:

- second baling facility – reduced risks to business
- increased site operational efficiency – bespoke site design to suit needs
- reduced travel time for crews – boosting productivity, saving fuel and reducing emissions
- tipping queues at Albert Road transfer station reduced
- increased trade capacity – growth in revenue and materials run through site
- permanent mining facility (360) – extracting value
- improved quality of commodities – sorting line / covered bays
- ability to sort more waste and resource streams – Black Bag, HRRC material
- reduction in waste sent to landfill – increase in city’s recycling rate
- long-term operational flexibility – site can adapt to the everchanging waste environment
- ability to support other West of England authorities with disposal
- added revenue
- improved site Health and Safety – walkways, lighting, signage, removal of uneven surfaces
- renewable energy sources included in design – solar panelling
- improved office spaces for Bristol Waste staff.





# Section 8: financial plan



## Reserves

Consideration is being given to the replacement of the main refuse and recycling fleet in six years and the move to electric or other alternatives. This is likely to be the largest investment of the company to date.

The effect of this expenditure is shown in the reserves profile below, with the financial performance to date and forecast allowing the company to build sufficient reserves to reinvest in capital and investment projects without recourse to additional funding from our shareholder.

High level cash flow £k	Budget 2022-23	2023-24	2024-25	2025-26	2026-27
<b>Operating profit</b>	<b>705</b>	<b>1,236</b>	<b>1,544</b>	<b>1,818</b>	<b>2,194</b>
Depreciation	117	117	117	117	117
Cash from operations	822	1,353	1,661	1,935	2,311
Capital purchases	-	-	-	-	-
Funding	2,950				
<b>Net cash generated in year</b>	<b>3,772</b>	<b>1,353</b>	<b>1,661</b>	<b>1,935</b>	<b>2,311</b>
Estimated opening cash balance	7,500	11,272	12,625	14,286	16,221
<b>Closing year bank balance</b>	<b>11,272</b>	<b>12,625</b>	<b>14,286</b>	<b>16,221</b>	<b>18,532</b>
Proposed fleet replacement 2026/27					(20,000)
					<b>(1,468)</b>



Consideration is being given to the replacement of the main refuse and recycling fleet in six years and the move to electric or other alternatives. This is likely to be the largest investment of the company to date.



## Section 8: financial plan

### Teckal / Non-Teckal

The tables below show draft five-year business plan numbers for the company split between Teckal and non-Teckal operations. There are several opportunities available to improve these numbers which are being discussed with the BCC Strategic Client. The opportunities being discussed will also enable us to move closer to the city and company waste reduction and recycling targets.

#### Teckal

Teckal	22-23 Business Plan		21-22 Forecast			22-23 (21-22 Business Plan)		
Revenue	£k	% of income	£k	£k	%	£k	£k	%
Contract Revenue - Fixed	40,181	79%	39,144	1,037	3%	40,181	0	0%
Contract Revenue - Variable	-	-	43	(43)	(100)%	-	-	-
FM Contract Revenue	5,516	11%	5,130	386	8%	5,516	(0)	(0)%
Recyclables Revenue	3,344	7%	3,826	(481)	(13)%	1,899	1,445	76%
BCC Recovery	-	-	35	(35)	(100)%	-	-	-
Other Income	1,780	4%	2,273	(494)	(22)%	2,622	(842)	(32)%
<b>Total Revenue</b>	<b>50,821</b>	<b>100%</b>	<b>50,451</b>	<b>371</b>	<b>1%</b>	<b>50,218</b>	<b>603</b>	<b>1%</b>
<b>Cost of Sales</b>								
Labour	27,263	54%	26,439	(823)	3%	27,409	(146)	1%
Waste Disposal	13,447	26%	13,957	509	(4)%	13,032	415	(3)%
Premises	1,256	2%	1,341	84	(6)%	1,202	54	(5)%
Vehicle & Fleet	4,711	9%	4,017	(694)	17%	4,323	388	(9)%
Fuel	1,545	3%	1,523	(22)	1%	1,235	310	(25)%
Equipment & Materials	987	2%	1,119	132	(12)%	1,310	(323)	25%
<b>Total cost of sales</b>	<b>49,210</b>	<b>97%</b>	<b>48,396</b>	<b>814</b>	<b>2%</b>	<b>48,511</b>	<b>699</b>	<b>(1)%</b>
Overheads & Central	830		1,221	390	(32)%	1,779	(949)	53%
Finance and depreciation	300		618	318		300		-
Overheads & Central	1,130	2%	1,838	708	(39)%	1,779	(649)	(36)%
<b>Surplus / Deficit</b>	<b>482</b>	<b>1%</b>	<b>216</b>	<b>(265)</b>		<b>(71)</b>	<b>553</b>	

#### Non-teckal

Teckal	22-23 Business Plan		21-22 Forecast			22-23 (21-22 Business Plan)		
Revenue	£k	% of income	£k	£k	%	£k	£k	%
Other Income	3,896	100%	3,261	636	19%	3,331	566	17%
<b>Total Revenue</b>	<b>3,896</b>	<b>1</b>	<b>3,261</b>	<b>636</b>	<b>19%</b>	<b>3,331</b>	<b>566</b>	<b>1%</b>
<b>Cost of Sales</b>								
Labour	948	24%	540	(408)	75%	621	327	53%
Waste Disposal	2,202	57%	1,860	(342)	18%	2,024	178	9%
Premises	96	2%	0	(96)	21%	75	21	28%
Vehicle & Fleet	155	4%	153	(2)	1%	145	10	7%
Fuel	85	2%	71	(14)	19%	62	23	37%
Equipment & Materials	74	2%	81	7	(8)%	-	74	-
<b>Total cost of sales</b>	<b>3,560</b>	<b>91%</b>	<b>2,707</b>	<b>854</b>	<b>32%</b>	<b>2,926</b>	<b>634</b>	<b>22%</b>
Overheads & Central	113	3%	56	(56)	100%	96	17	17%
<b>Surplus / Deficit</b>	<b>223</b>	<b>6%</b>	<b>498</b>	<b>274</b>		<b>308</b>	<b>(85)</b>	

## Section 8: financial plan



### Five year non-teckal

Company	22-23		23-24		24-25		25-26		26-27	
	Teckal	Non-Teckal	Teckal	Non-Teckal	Teckal	Non-Teckal	Teckal	Non-Teckal	Teckal	Non-Teckal
	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k
<b>Revenue</b>										
Contract Revenue - Fixed	40,181	-	41,246	-	42,339	-	43,461	-	44,613	-
FM Contract Revenue	5,516	-	5,938	1,000	6,095	2,277	6,257	3,837	6,422	5,689
Recyclables Revenue	3,344	-	3,433	-	3,524	-	3,617	-	3,713	-
Other Income	1,780	3,896	1,862	4,075	1,951	4,283	2,023	4,521	2,097	4,791
<b>Total Revenue</b>	<b>50,821</b>	<b>3,896</b>	<b>52,479</b>	<b>5,075</b>	<b>53,910</b>	<b>6,559</b>	<b>55,358</b>	<b>8,358</b>	<b>56,845</b>	<b>10,480</b>
<b>Cost of Sales</b>										
Labour	27,263	948	27,989	1,832	28,734	2,956	29,498	4,359	30,281	5,980
Waste Disposal	13,447	2,202	13,804	2,297	14,170	2,408	14,545	2,535	14,930	2,677
Premises	1,256	96	1,290	99	1,324	102	1,359	104	1,395	107
Vehicle & Fleet	4,711	155	4,775	159	4,840	163	4,907	193	4,976	198
Fuel	1,545	85	1,586	87	1,628	90	1,671	92	1,715	94
Equipment & Materials	987	74	1,012	124	1,038	188	1,064	266	1,091	359
<b>Total cost of sales</b>	<b>49,210</b>	<b>3,560</b>	<b>50,455</b>	<b>4,599</b>	<b>51,733</b>	<b>5,906</b>	<b>53,044</b>	<b>7,548</b>	<b>54,389</b>	<b>9,414</b>
Overheads	830	113	847	116	865	119	882	122	900	125
Finance & depreciation	300	-	301	-	301	-	302	-	303	-
Overheads & Central	1,130	113	1,148	116	1,166	119	1,184	122	1,203	125
<b>Surplus / (deficit) (pre paymech)</b>	<b>482</b>	<b>223</b>	<b>876</b>	<b>360</b>	<b>1,010</b>	<b>534</b>	<b>1,130</b>	<b>688</b>	<b>1,254</b>	<b>940</b>
Paymech	-	-	-	-	-	-	-	-	-	-
Surplus after paymech	482	223	876	360	1,010	534	1,130	688	1,254	940
<b>Company total</b>		<b>705</b>		<b>1,236</b>		<b>1,544</b>		<b>1,818</b>		<b>2,194</b>

See exempt appendix D for teckal / non-teckal analysis by business unit.





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# Goram Homes

## 2022 Business Plan



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# Introduction

## 1. Chair's Review

2021 has been a milestone year for Goram Homes. I am delighted to report that our first development in Lockleaze at Romney House has been granted planning permission. Our design competition for Castle Park has been launched and several other projects are in the pipeline. We are now well on the way to meet our Business Plan targets which we have agreed with Bristol City Council.

In addition to the twelve sites announced in our March 2020 Business Plan, we are delighted to be developing the Hengrove Park site. This means we can build 1,400 more homes and have an even greater opportunity to deliver much-needed affordable housing.

Goram Homes' business model allows us to work at pace, whilst our relationship with Bristol City Council and company values ensure that our work is driven by what benefits Bristol. We will only work with partners who share our values and who want to build inclusive communities in highly sustainable developments. Therefore, our Business Plan 2022 includes impact statements outlining our social, economic, and environmental commitments and ambitious stretch targets on the areas that matter most – to us and to Bristol.

With over 16,000 people on the housing waiting list and large numbers in temporary accommodation there is an urgent need for more homes in Bristol. At the same time, amid a climate and ecological crisis, we have a clear responsibility to protect the environment. The challenge of finding ways to build homes in a way that protects both people and the planet is one that Goram Homes takes seriously.

We know that this is not something we can solve alone. That is why we have been collaborating with leaders and experts across Bristol to foster a healthy, city-wide debate and find local solutions. We are also a partner, alongside Bristol Housing Festival and Bristol City Council, in the UN Habitat and **Nesta's Climate Smart Cities Challenge** - a global competition, to find new ways of building NetZero, affordable homes within a viability model that can be scaled.

While the uncertainty of how COVID-19 will impact our industry – and our lives – continues, the team at Goram Homes remains focussed on delivering more homes for Bristol.

### **As projected in our last Business Plan we have:**

- Entered into our first joint venture contract.
- Established a full development programme of over 1,700 homes.
- Established a repeatable legal joint venture template.
- Established a fully operational business.

### **By the end of the 2022 Business Plan we will have:**

- Launched our first design competition and announced the winner for a new development at Castle Park.
- Completed building England's largest water source heat pump at Castle Park Energy Centre.
- Started on site building 268 homes at Romney House, Lockleaze.
- Secured an additional site, Hengrove Park, to deliver over 1,400 homes.

## 2. Mission, Values and Objectives

### 2.1 Mission

Goram Homes works in partnership to build sustainable, affordable homes that create communities, respect the environment, and contribute to the local economy.

### 2.2 Values

Our values, reflect who we are and who we want to be:

- We make a positive social impact
- We build partnerships with purpose
- We innovate to succeed

### 2.3 Objectives

Bristol City Council Objectives	Goram Homes Impact statement
<p><b>1. Move at pace to increase the supply of new homes built each year across Bristol including high levels of affordable housing provision.</b></p>	<p>We will always include the highest number of affordable homes possible in our developments - giving more people the chance to have a safe and secure home. Our partnership model allows us to work with the private sector and build homes at pace. Working with experts we will adopt the most innovative approaches and methods of construction to deliver high-quality, sustainable developments across Bristol.</p>
<p><b>2. Build sustainable homes that have a net positive effect on the environment and increase biodiversity.</b></p>	<p>The climate emergency demands urgent action and leadership across the construction industry. Goram Homes is meeting this challenge head on, exceeding industry standards and policy, to create places that benefit both people and the planet.</p>
<p><b>3. Build homes and spaces that create inclusive communities where people can thrive.</b></p>	<p>Our designs will incorporate safe, public open spaces that encourage people outdoors and into nature. And wherever we build homes we will continue to support residents after work is completed to create sustainable, balanced communities.</p>
<p><b>4. Provide a commercial return to our shareholder and meet the highest standards of social and environmental accountability.</b></p>	<p>We are a commercial company with social values that generates social, financial, and environmental benefit for Bristol. We are committed to building a fairer, greener Bristol. That means we only work with those that share our values and who will deliver maximum social and environmental value.</p>

For our Key Performance Indicators please see **Appendix A**.



# 3. Equality, Diversity and Inclusion

We are committed to creating a culture that celebrates diversity and welcomes difference. We're striving to provide a work and social environment free from discrimination, prejudice, intimidation, and all forms of harassment and bullying. We want to achieve this for our all our staff and for the communities we work with.

We also know that to build the right developments for Bristol - a diverse and vibrant city - we need to work closely and in partnership with all the communities we serve. That's why we are committed to ensuring that our consultation process supports and enables everyone to contribute by creating spaces for engagement - on and offline - that are safe, inclusive, and accessible.



Credit: Lifschutz Davidson Sandlilands.

# 4. Social Value

## 4.1 Supporting Bristol's goals

We are a commercial company with social values that generates social, financial, and environmental benefit for Bristol. Our work is directly aligned with Bristol City Council's **One City Plan** which, in turn, is mapped against the **UN's Sustainable Development Goals**.

By building sustainable mixed developments which include high levels of affordable homes, we will help support Bristol City Council's vision that "by 2050 every person in Bristol will be able to live in a home that they can afford, and which is secure and warm".

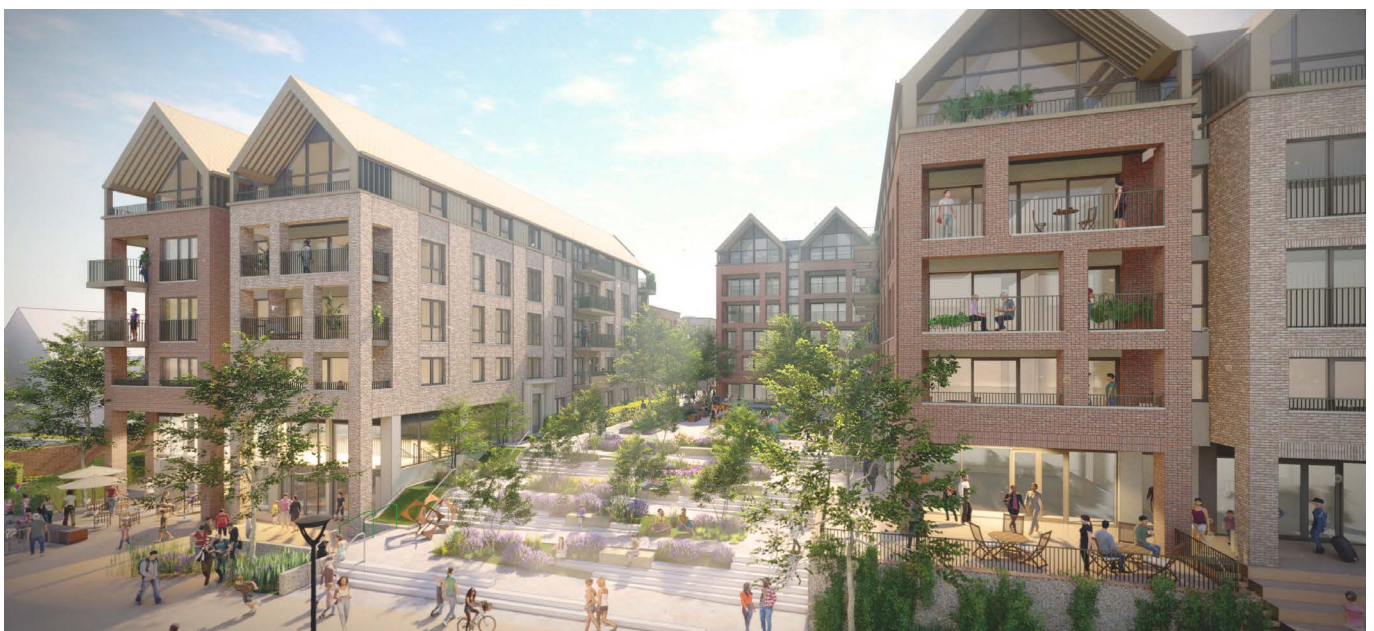
We are committed to building a fairer, greener Bristol. That means we only work with private sector partners that share our values and who will deliver maximum social and environmental value. Through these partnerships, our work will support multiple aims of Bristol's **One City Strategies** through the future delivery of zero carbon, inclusive developments that build communities, provide access to green space, and create active travel and liveable neighbourhoods.

We will contribute to the **One City Economic Recovery Strategy** by creating employment and training opportunities wherever possible and have committed to 75% of our spend going to local companies. We will retain an initial interest in the management and maintenance of all our schemes, to empower residents and remain alongside them when they move into their new home.

## 4.2 Measuring our Social Value

We will record and measure our Social Value using the National Themes Outcomes and Measures (TOMs) Framework. Goram Homes' TOMs, developed with the Social Value Portal, are aligned to Bristol City Council's TOMs, but focused on our activity and the National Real Estate TOM's. (See Appendix D for details of how Goram Homes is delivering social value against BCC's objectives).

Using this framework, we have challenged our partners to combine high- quality urban design with a community investment strategy that addresses local priorities, fosters social innovation, and supports economic growth. Each of the projects we work on will be measured on an annual basis and validated by the Social Value Portal.



Credit: JTP Architects visualisation Baltic Wharf



## We will focus on four key themes:

- 1. Innovation:** Promoting social innovation, investing in diverse and inclusive community networks and leveraging our skills and expertise to address local issues and facilitate social innovation.
- 2. Jobs:** Promote local skills and employment, contributing to local economic growth, by supporting local businesses, investing in infrastructure and improving employment prospects for local people e.g. by working with the South Bristol Skills academy.
- 3. Social:** Healthier, safer, and more resilient communities that have a positive impact on our residents and employees' mental and physical health and reduce inequalities.
- 4. Environment:** Decarbonising and safeguarding our world and building a resilient community that unlocks growth in the green economy, regenerates ecosystems and enables people to interact with the natural world.

Over their lifetime, the projects below have been assessed to deliver the following social value:

Site	Committed social and local economic value
Romney House	£31,480,514
Baltic Wharf	£10,185,395
Dovercourt Road	£4,193,641
<b>Total</b>	<b>£45,859,550</b>

## 4.3 Working with communities

Open and honest communication is the key to effective engagement, and this will be at the heart of our approach to consultation. We know that residents often have an intimate knowledge of a location we are redeveloping, and their insight can help us deliver high-quality, mixed tenure new homes for Bristol.

We want to reach underrepresented groups and the often-silent majority to ensure that as many people as possible have a chance to contribute. To do this, we will work with specialists and our partners to identify the biggest barriers to engagement, find the most effective solutions and, where appropriate, employ new methods and technologies, to ensure our consultations are as representative of the community as possible.

## 4.4 Becoming a B Corp

**Certified B Corporations** are businesses that meet the highest standards of social and environmental performance, public transparency, and legal accountability to balance profit and purpose. B Corp Certification is the only certification that measures a company's entire social and environmental performance.

Over the past year, Goram Homes has been working towards gaining Certified B Corporation status in order that our business approach is evidence-based and shows our partners and stakeholders the ways in which Goram Homes is meeting the highest standards of performance.



# 5. Environment

## 5.1 Our commitment to sustainability

In 2018, Bristol was one of the first cities to declare an environment climate emergency. At the same time our city faces a significant housing crisis. As a thriving and growing city, with leadership committed to building both a fairer and greener city, Bristol faces the challenge of limiting its contribution to climate change whilst simultaneously meeting the demand for new homes. Goram Homes is focussed on meeting this challenge head on and aims to exceed industry and policy standards to create places that benefit both people and the planet.

Sustainability underpins our approach and we will support Bristol's One City strategies on **Climate** and the **Ecological Emergency** by striving to increase biodiversity and achieve carbon neutral housing on all our projects. We have adopted the **RIBA 2030 Climate Challenge** targets for operational energy use, embodied carbon and water use reduction and all our homes will have an **energy efficiency certificate rating of A** (most efficient). Our developments will include safe, public, open spaces that encourage people to go outdoors and into nature. All of our projects will have a biodiversity **net gain as defined by the DEFRA 3.0 metric** and, by meeting **Building with Nature Standards**, we will ensure that we create places that really deliver for people and wildlife.



Credit: HTA Architects Romney House central park

## 5.2 Collaborations, challenges, and competitions

We understand that progress towards our city's goals is reliant on action, and that timely action depends on consensus and collaboration. That is why we are working with **Bristol Housing Festival** and housing and environmental experts across Bristol to find common ground and explore new solutions to the challenges our city is facing. The outcome of this work will be published in 2022. We will also continue to be a key partner for the **Climate Smart Cities Challenge** – a competition to find a new model for delivering affordable, zero carbon homes in Bristol.

As part of our contribution to building a greener Bristol, we are working with the **Bristol Heat Network**, **Vital Energi**, and Bristol City Council to deliver a new energy centre in the centre of Bristol at Castle Park. The Energy Centre will house England's largest water source heat pump – one of the lowest-carbon solutions around – which will take water from the nearby floating harbour and use it to generate heat and hot water for local businesses and residents. In 2021 we launched **our first design competition** looking for innovative, sustainable designs for a mixed-use development to be built over the Energy Centre once it is complete.

# 6. Market Analysis

## 6.1 UK Housing Market

The housing market in 2021 was all about stamp duty deadlines, soaring transactions, and rampant house price growth. The top end of the housing market boomed while first time buyers struggled thanks to a credit crunch and renewed interest from buy-to-let investors and second home owners. The housing market now faces a supply squeeze with a lack of homes available for sale putting further pressure on house prices. But the rising cost of living and threat of increasing interest rates loom large.

The start of 2021 was dominated by the rush to beat the stamp duty holiday deadline. As 2021 started, there were record numbers of sales agreed trying to beat the March deadline, with the added complication of a lockdown constraining capacity in the house buying process. However, there was significant uncertainty about what would happen when the stamp duty holiday ended and government support for the economy was withdrawn. Many organisations forecast a correction in house prices following its end.

The late extension of the stamp duty holiday in the March Budget marked the end of the uncertainty and the housing boom continued. The Budget also saw the re-introduction of the Mortgage Guarantee Scheme. This helped reassure mortgage lenders and led to a recovery in lending to riskier borrowers, especially helping first time buyers. The roll-out of the vaccination programme also gathered pace and the economy slowly recovered. The boom continued through the summer with spikes in activity around the tax deadlines in March, June, and September.

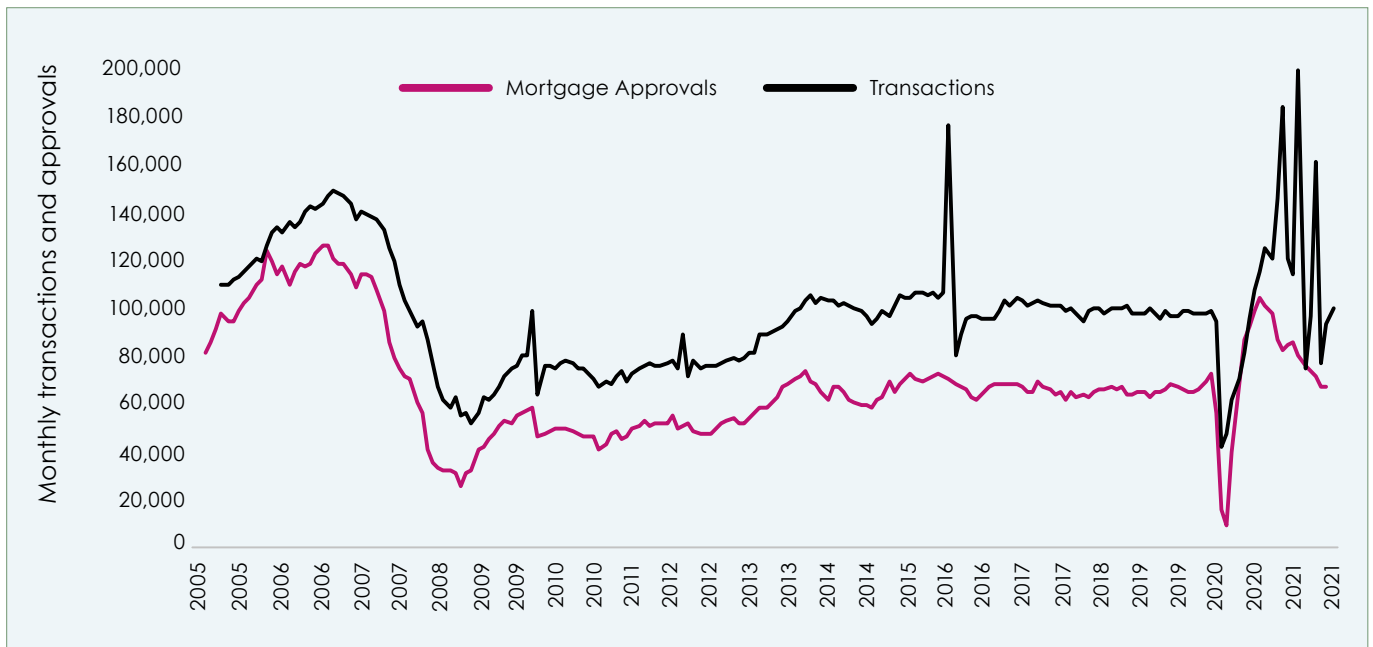


Figure 1 – Housing Market Activity - UK. Source: Bank of England, HMRC – Seasonally Adjusted.

The stamp duty holiday finally ended in September and initial data suggests the market has returned to normal pre-pandemic levels of activity. However, one of the contributing factors to the current high levels of house price growth has been a squeeze on the supply of homes available for sale. The recovery in first time buyers and purchases by investors and second

home owners have rapidly reduced the number of homes available for sale. The situation in early 2022 is severe with Rightmove, Zoopla, and RICS all warning about the low numbers of homes available for sale.

Looking ahead, it appears highly unlikely that 2022 will see a repeat of 2021 either in terms of house price growth or transaction levels. However, the outlook for 2021 this time last year was highly uncertain, and the outcome has surprised many on the upside. While the uncertainty in 2021 was around the timing of the stamp duty deadlines and withdrawal of economic support, the uncertainty for 2022 is mostly focussed on the rising cost of living and what happens to interest rates.

Although rising interest rates will cause problems for some borrowers, it is likely to be the sales market where the most stress is felt. Most existing homeowners are insulated from the immediate effects of rate rises and, unless forced to, they will sit tight rather than accept lower priced offers. Meanwhile, a smaller proportion of the public will be able to afford to borrow the necessary amount they need to buy at higher mortgage rates. That suggests the most immediate casualty of higher mortgage rates is more likely to be transactions than house prices.

## 6.2 Bristol Housing Market

House prices have boomed in Bristol since the housing market reopened in the summer of 2020. Average prices had stagnated in the city during the period prior to the pandemic, unchanged over the eighteen months up to March 2020 according to the ONS index. However, when the housing market reopened in the summer of 2020 Bristol recorded rapid rises in house prices. This reflected a trend seen across the country and world as the stamp duty holiday, race for space, low interest rates and a reassessment of housing preferences contributed to housing market booms. Although some cities have struggled, Bristol was no exception to the overall trend with the latest provisional data showing average prices hit a new record high of £327,000 in November 2021, 8.1% higher than one year ago.

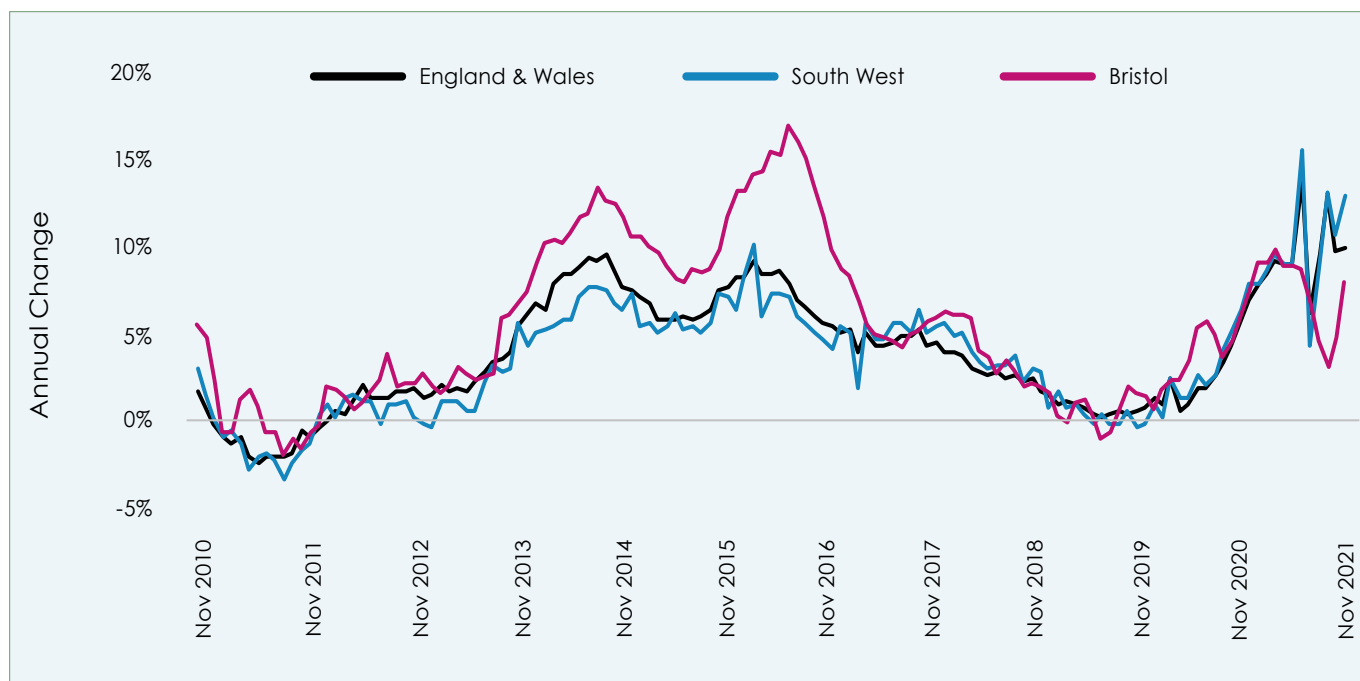


Figure 2 – Annual Change in House Prices. Source: ONS UK HPI



Though very high by pre-pandemic trends, house price growth has actually been lower in Bristol than the regional and national trends since the summer of 2021. This situation partly reflects the already stretched affordability in the Bristol market, with median house prices at 8.6 times residents' median earnings in 2020. This is because markets with stretched affordability have less capacity for lenders to stretch their own lending criteria beyond the limits set by regulation. The lower levels of growth may also reflect the higher proportions of flats in the city when compared to the regional and national markets, as the building safety crisis and consumer preferences continue to limit demand for flats relative to houses.

It's not just house prices that are unaffordable in Bristol, the rental market has also rebounded strongly in the city. The Zoopla rental index put Bristol at the top of the table with an 8.4% annual rise in private rents at the end of September.

Affordability may be stretched, and house prices are rising rapidly, but early indicators suggest new build supply is rising. The latest Energy Performance Certificate data, a useful leading indicator for net additions, recorded over 2,500 new homes in the year to September 2021. If that figure is reflected the official DLUHC data when released next year, it would be the highest number of new homes since 2009. While these figures are positive, and the underlying shortage of homes for sale should support continued new build delivery in the short-term, it will take many years of delivery at these rates and higher to have a significant impact on the affordability of homes in Bristol.

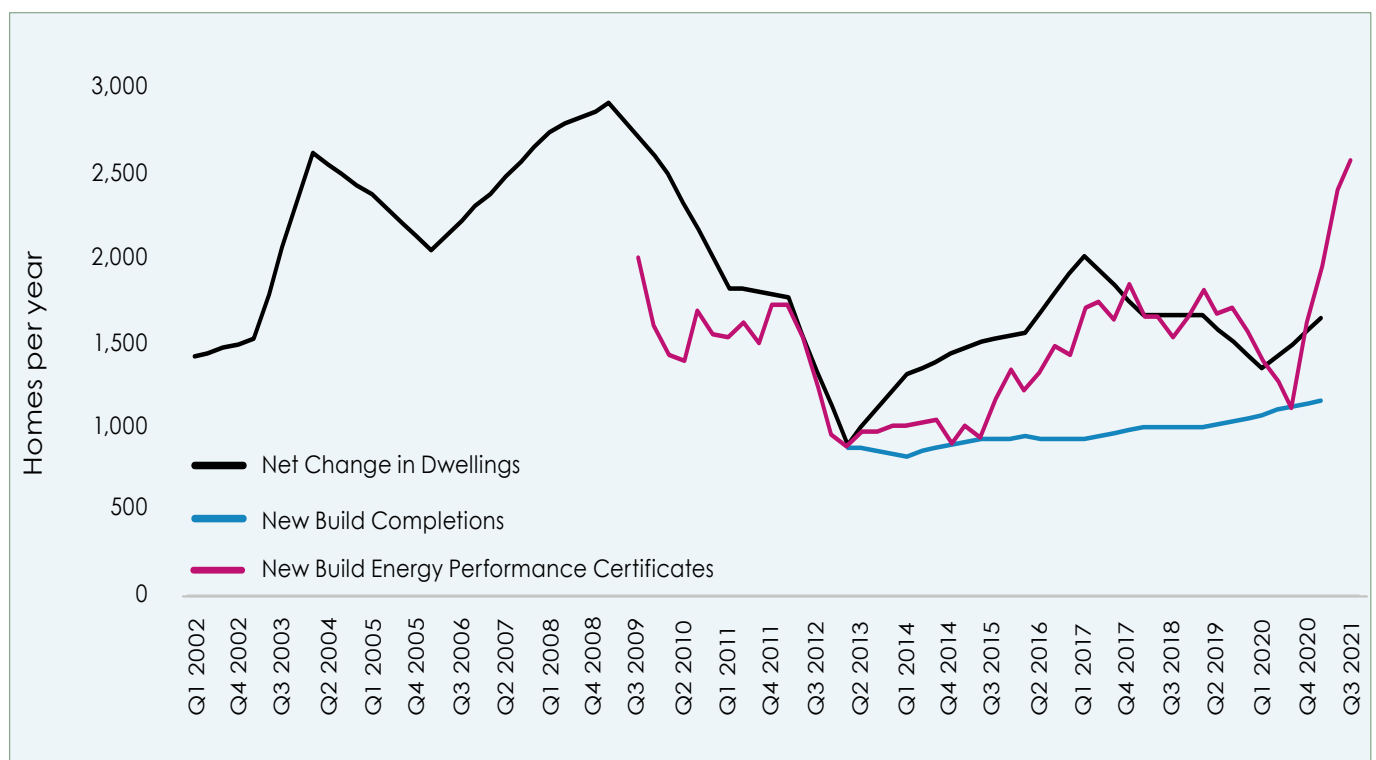


Figure 3 – New Housing Supply, Bristol. Source: MHCLG

# 7. Development Activity

## 7.1 Site identification process

Our primary source of sites is Bristol City Council. Goram Homes is one of the Council's key delivery vehicles in the fight against the housing crisis - especially for larger market facing and mixed tenure projects.

Therefore, it is critical that land flows from the Council to Goram Homes at the scale and pace that is required to meet the operational cost commitments set out in our Business Plan. The specific arrangements for the transfer of land are made on a site-by-site basis and dependent on the condition and planning status of the land/property.

Initially, any new potential sites identified will be assessed by the Goram Homes team. If the site is viable and deliverable, it will be presented to Goram Homes Board for early consideration (strategic fit, social and financial returns, risks, prospects of success, etc) and to gain approval to actively pursue the site, within an agreed budget. The land purchase price is then agreed with Bristol City Council at a fair market value reflecting the fact the site will be unencumbered.

The affordable housing will be purchased at a market value by either a housing association or by the Council and agreed on a project-by project basis.



*Credit: HTA Architects Romney House wildlife corridor*



## 7.2 Procurement

Goram Homes has been established as a body with a commercial character, not meeting needs in the general interest. As we do not fall within the definition of a body governed by public law under the Public Contracts Regulation 2015, we do not have to adopt the procedures set out in the Public Procurement Regulations in respect of any transactions we undertake.

This means we can enter into contracts for goods, services and supplies with the most appropriate contractors or partners for each site or project, giving us a considerable commercial advantage over Bristol City Councils' procurement options.

The variety in size and complexity of our development programme means that not all projects will be delivered as a Joint Venture within a formal LLP contract. To maintain value for money within a less restricted procurement environment, we have set out our procurement principles in our procurement policy.

### In summary we will:

- Ensure we obtain “value for money” whilst appointing contractors and consultants who can demonstrate the ability to deliver our demanding standards of quality and service.
- Prevent corruption or the suspicion of it by following our procurement policy.
- Ensure fairness and equality of treatment of all suppliers, avoidance of bias, favouritism and that fairness can be demonstrated through an audit trail.
- Promote social value, including the local economy and environmental sustainability, to the extent that it is legally permitted.
- Make best use of our procurement status to enable contracting work to deliver projects that include Extra Care housing or provision of a new Energy Centre alongside a Goram Homes project.



Credit: Lifschutz Davidson Sandlilands.



### 7.3 Design and quality standards

Goram Homes wants to deliver developments that provide a great place to live, for those who buy and rent the new homes on offer. As well as placemaking of the highest order we want to achieve schemes that are robust and look fantastic for many years to come.

This will be achieved through a combination of good design and the use of low maintenance details and materials. We aim to achieve compliance with council policy wherever possible and will always work to achieve appropriate levels of affordable housing.

We will assess every project individually to ensure the design is aligned to our values and ethos. Our Board will not apply generic design and quality standards to all its projects. They recognise that each project will be unique and sit within differing local communities and a 'one size fits all' approach would not be appropriate.



*Credit: AHMM Architects Dovercourt Road*

Goram Homes will always deliver tenure blind housing where both the affordable and market element provides new homes with a generous living space, suitable private amenity space and good quality design. Wheelchair units will, as a minimum, comply with Part M of the Building Regulations and all projects will achieve Secure by Design. We are also open to considering modern methods of construction (MMC) on our schemes. This will range from simple panelised systems through to volumetric pre-assembled structures.

Any solution would be assessed on its suitability to the proposed site. As a result, every project will be individually appraised by the team prior to approval by Goram Homes Board, at mid-development point and at the end of the development using the quality criteria in our policies.

## 7.4 Development programme

Goram Homes' development programme is our main activity. We have a strong working relationship with Bristol City Council's Housing Delivery team and together, we have established a process to release land for sale to Goram Homes as quickly as possible. There is currently a positive land supply available.

The development programme uses estimates for the purposes of building our financial plan, and to forecast completions over the plan period. This 2022 plan will vary from the estimates in the 2021, as the programme is constantly evolving as more work is completed by the team on each project.

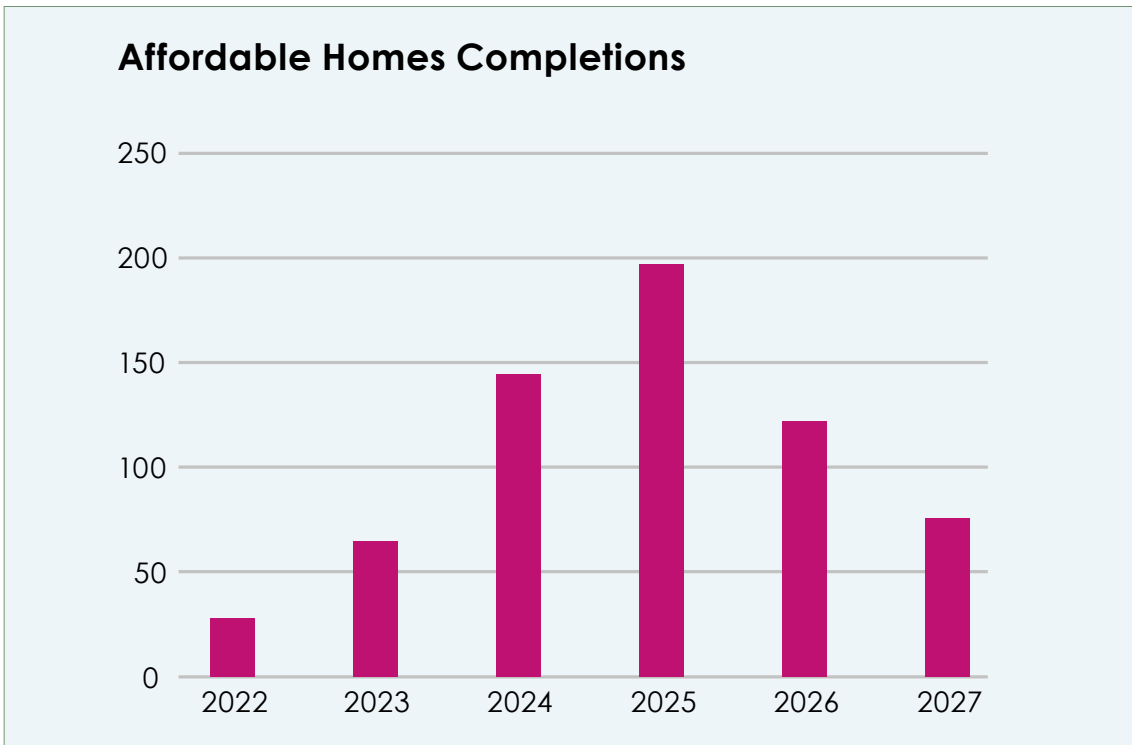
The below table shows the first three projects in bold to indicate that these are at a more advanced state, with volumes and dates that are more fixed. The remaining projects in the programme have an estimated time allowance prior to starting on site. This is a prudently cautious estimate in order not to overstate revenue in the financial plan.

Monthly performance management updates are provided to the Council during the year so each project can be tracked in detail.

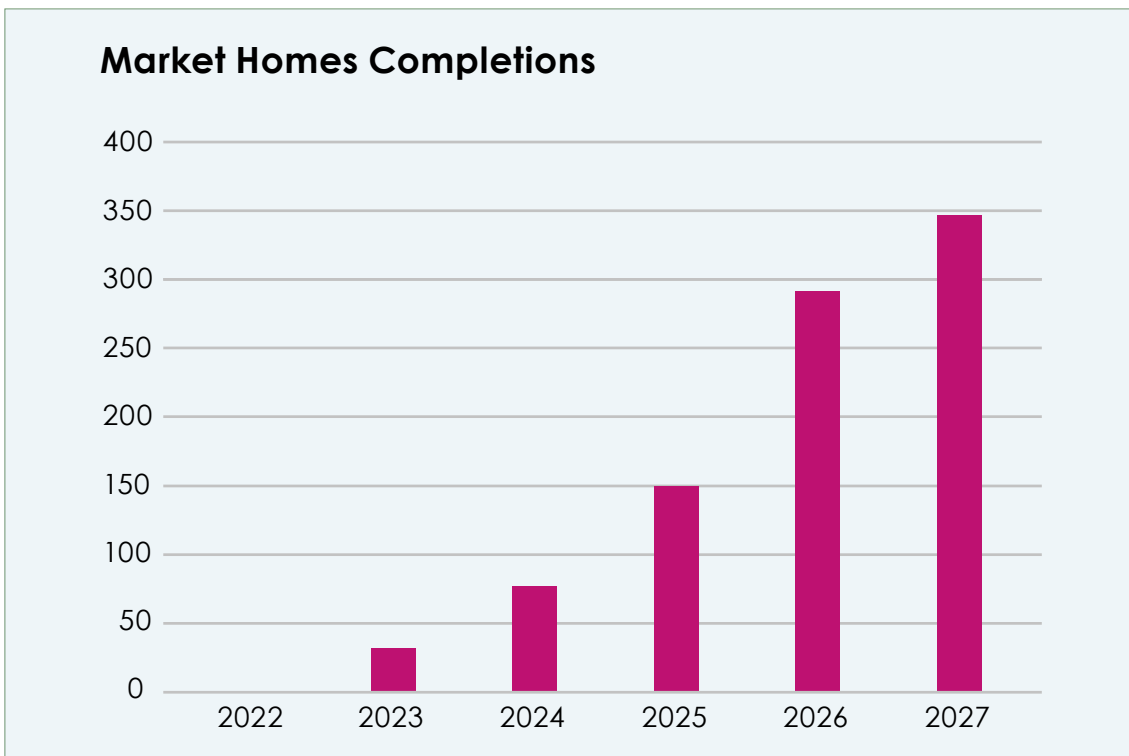
Start on site dates estimated and subject to planning.

Scheme	Potential Units	No of AH Units	minimum % affordable	Start on site
<b>Baltic Wharf</b>	<b>166</b>	<b>66</b>	<b>40</b>	<b>2022</b>
<b>Romney</b>	<b>268</b>	<b>147</b>	<b>55</b>	<b>2022</b>
<b>Dovercourt Rd</b>	<b>141</b>	<b>70</b>	<b>50</b>	<b>2023</b>
Castle Park	80	32	40	2024
SS Great Britain Car Park	110	44	40	2024
A Bond	96	38	40	2026
B Bond	96	38	40	2026
Spring St	130	52	40	2024
Hengrove Park *	1,435	717	50	2024
Novers Hill	70	21	30	2024
New Fosseyway	190	106	55	2023
Portwall Lane Car Park	110	44	40	2024
St Ursula's	40	12	30	2024
Blake Centre	60	60	100	2023
	<b>2,992</b>	<b>1,447</b>		

\* Hengrove Park SoS will be in multiple phases, the first phase will be earlier than shown in the plan circa 2023. Due to the scale of the project the first SoS has been moved for prudence to 2024.



**Figure 4 – Affordable Homes Completions**



**Figure 5 – Market Homes Completions**



# 8. Financial projections and Risk Management

## 8.1 Summary of financial projections

Our developments will be, in the main, joint ventures with the value of the land forming a large proportion of the initial investment by Goram Homes.

Our pipeline of sites feeds into the company's financial planning process to make projections as to the level of planned investments, expenditures and returns expected. Each element of the overall financial projection is summarised in the detail below.

This 2022 Business Plan, both operating costs and project investment, is fully funded from previously agreed loan facilities. There are two current loan facilities:

- Loan facility one – £3.5m covers the first two projects (Romney House and Baltic Wharf).
- Loan facility two – £10m to fund Pipeline 2.

This Business Plan has assumed that loan facility two can be flexibly used to support both Pipeline 2 (as set out in the 2021 Business Plan) and all other projects such as Hengrove Park for the period of the 2022 Business Plan.

Each year we will review the development programme to assess funding requirements to meet any future variations.

## 8.2 Project approval

Given the evolving status of projects, they will each be approved by Bristol City Council at key trigger points. These trigger points will be on approval of the Limited Liability Partnership (LLP) deal structure (and associated legal agreements) and approval of any land loan note, and any cash investment requests.

Once sites are agreed for development by Goram Homes and Bristol City Council, we will acquire them from the Council at a fair market rate, using the most suitable funding structure for the site.

## 8.3 Project funding

All borrowing will be site/project specific and subject to an individual loan agreement. Revenue for each scheme takes the form of sales receipts from private housing, affordable homes, and any commercial property. In general, the gross profit margin hurdle for developments is approximately 15% profit on Gross Development Value for the scheme.

Some schemes, such as a flatted scheme, will require considerable investment before sales revenue is received, often resulting in the project requiring funding in excess of the initial partner contributions. Where this occurs, it is assumed to be provided through third party funding. Third party funders operate lending parameters which may in exceptional circumstances require the partners of the LLP to top up their investment to fully fund the development. This event, should it arise, would form part of the project appraisal presented to the Council for approval and would be funded from within the existing loan facilities.

## 8.4 Performance management

Projects are often delivered via LLPs in which Goram Homes has a 50% shareholding. Two directors are appointed to the LLP by Goram Homes and two from our partner. The Board of the LLP oversees the operational & financial performance of the development with actions being taken to address or mitigate any shortcomings.

The Goram Homes Board oversees performance of all LLPs against the Business Plan and detailed financial appraisals. Reporting of our performance is then provided to the Council's strategic client and Bristol Holding, who in turn advise our shareholder, Bristol City Council.

## 8.5 Operating risk environment

Housing market price movements are one of the most common risk factors to impact on organisations such as Goram Homes. The resulting risks of a housing market price movement are contained within the Business Plan risk assessment. The traditionally cyclical housing market sees prices increasing and declining over a period of years often linked to economic shocks or improvements in the wider economy.

Our business model has sought to contain risk events, such as house price movement or project level cost increase. As the LLPs do not call on guarantees from the parent company and are separate and independent in their operation, any cost and revenue risks are contained at the LLP level.

The financing of developments will regularly use third party funding. This is money invested by a financial institution and will be secured on the land asset during the development period. The money is lent to the LLP, not Bristol City Council, and no guarantees are given against these loans by the Council.

Health & Safety (H&S) risks will not always be contained within these LLPs and could pass up through the LLP into Goram Homes. For this reason, we operate a zero-tolerance stance on poor H&S practice, and this is reflected in our performance management targets and partner selection.

## 8.6 Risk management

Effective risk management is critical to our success and so we have put in place, a robust risk management and audit system across the business. We operate a risk register which identifies key risks, giving each risk an inherent score without mitigating controls. Mitigations are then applied, giving the current risk score.

The management team review the risk register on a regular basis and the top risks are reviewed by the Goram Homes Board at our quarterly meetings. Risk materialisation is reported to the Board when it occurs on an "as required" basis so we can appropriately manage risks should they occur outside of the Board cycle.

For our assessment of Key Risks see **Appendix B**.

## 8.7 Building the Financial Plan

Our Financial Plan demonstrates the anticipated outturn of our activities through to 2027 and is based on the programme activity outlined in our development programme. Each project in this programme has either a latest 'Financial Model' (if an agreed LLP) or an estimated Development Cash Flow (if a pipeline site).

All sites have been prepared as cash flows reflecting the anticipated structure of a 50% share of both capital and profits. Where significant, additional cash investment is required, this has

been assumed to be through third party provision. A set of additional headline assumptions have been made that:

- a) The land cost is inclusive of 'capital and interest', until negotiated specifically.
- b) The lease sales value to the partnerships is inclusive of 'capital and interest', until negotiated specifically.
- c) All cash generated from profits will be retained within Goram Homes pending decisions by the Council as to its future use.

For the flow of funding between the Council and Goram Homes for the period of the plan see **Appendix C**.

## 8.8 Land purchase funding

The Land transaction is facilitated by the provision of a loan note to Goram Homes from Bristol City Council. After the land sale, the Council no longer holds the land asset but holds a debtor asset, being the loan note with Goram Homes. The table below shows a forecast of the outstanding value of land loan notes through the period of the Business Plan.

The peak land loan note balance owing to Bristol City Council is forecast to be £44m, based on developments proceeding as programmed in this plan. The total estimated value of land purchased by Goram Homes from Bristol City Council, and hence Loan Notes taken over the period of the Busins Plan, is forecast to total £67m. Over the same period, we are forecasting to repay £32m of the Loan Notes taken.

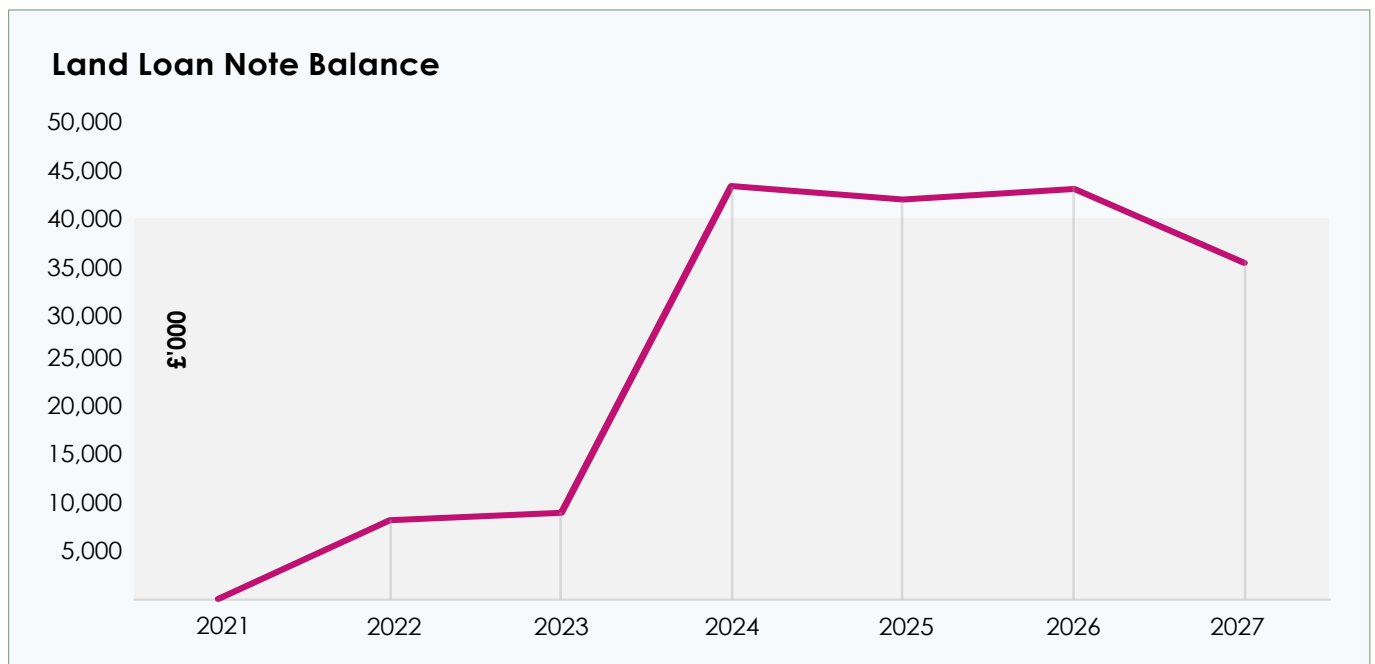


Figure 6 – Land Loan Note Balance

Land Purchase Funding £'000 at 31st March	2021	2022	2023	2024	2025	2026	2027
Land Loan Notes added in year	-	(12,861)	(5,169)	(41,660)	(5,385)	(2,355)	-
Land Loan Note repayments in year	-	4,504	4,350	7,233	6,508	1,229	8,134
Net Land Loan Note Balance	-	(8,357)	(9,176)	(43,603)	(42,480)	(43,606)	(35,472)

## 8.9 Profit and loss

The trading performance of Goram Homes is assessed by considering:

- Our annual running costs.
- Management fees earned.
- Our share of profit earned from the LLPs.
- Interest receivable and payable on various loan note instruments.
- Working capital financing from the Council.

We have forecast the profit earned by each development and recognised profit at point of sale of the properties.

As shown below, losses are incurred through to the year ending 31st March 2024 with profits being generated thereafter, as results from the LLPs flow through into Goram Homes' results. Whilst the Business Plan reporting period is to 2027, several of the development LLPs formed during the period of the plan will be delivering homes and financial returns beyond this timeframe.

Cumulative profit and loss reserves become positive in the year to 31st March 2026.

Profit & Loss Account £'000 Year to 31st March	2021	2022	2023	2024	2025	2026	2027
<b>LLP Participation</b>							
Share of LLP Profit/ (loss) before Tax	-	(229)	624	870	4,192	11,049	16,246
LLP Management Fees charged	-	-	-	163	82	-	-
<b>Land Asset management</b>							
Purchase of land	-	(12,861)	(5,169)	(41,660)	(5,385)	(2,355)	-
Sale of Build Leases	-	12,861	5,169	41,660	5,385	2,355	-
<b>Contract Business</b>							
Revenues - Energy Centre	554	4,150	-	-	-	-	-
Costs - Energy Centre	(520)	(4,100)	-	-	-	-	-
Contract Business Margin	34	50	-	-	-	-	-
<b>Operating Costs (£'000)</b>	(736)	(944)	(1,433)	(1,591)	(1,356)	(1,361)	(1,323)
<b>Profit before Interest &amp; Tax (EBIT)</b>	(702)	(1,123)	(809)	(559)	2,836	9,688	14,923
LLP Loan Account interest receipts (signed LLPs)	-	251	240				
BCC Land Loan interest payments (signed LLPs)	-	(251)	(240)				
WCF Interest charges	(68)	(134)	(288)	(411)	(384)	(234)	(63)
<b>Profit before Tax</b>	(770)	(1,257)	(1,097)	(970)	2,534	9,454	14,860
Corporation Tax	-	-	-	-	-	(2,006)	(3,715)
<b>Profit After Tax</b>	(770)	(1,257)	(1,097)	(970)	2,534	7,448	11,145
Cumulative Profit & Loss Reserves	(1,590)	(2,848)	(3,944)	(4,914)	(2,380)	5,068	16,213

The year in which cumulative profit is reached has moved from 2024 (per last year's Business Plan) to 2026. The Business Plan remains a framework plan whilst many sites do not have planning. Development profits, phasing and land values will change year to year until those sites do have planning. We are assuming some planning optimism in the Business Plan.

## 8.10 Operating costs

Operating costs have been contained to approximately £1.5m p.a. for the Business Plan period. These costs incorporate all the costs of partner procurement and delivering Development LLPs for each development site in our programme.

Operating Costs (£'000) Year to 31st March	2021	2022	2023	2024	2025	2026	2027
People costs	445	634	756	775	794	814	834
Recruitment fees	11	15	5	5	5	5	6
Meals, Travel & Accommodation	-	9	18	27	36	46	57
IT Support	18	19	19	19	20	20	21
Office Expenses	11	21	33	34	35	36	36
Professional Services	113	107	397	521	251	219	142
Pre LLP at risk e.g Architects, Surveys	-	470	2,080	696	-	-	-
LLP chargedown (Balance sheet)	-	(470)	(2,080)	(696)	-	-	-
PR & Advertising	28	20	20	21	21	22	22
Bristol Holding Ltd Management Fees	96	105	85	87	89	92	94
Contingency/Misc	14	14	100	103	105	108	110
<b>Operating costs (£'000)</b>	<b>736</b>	<b>944</b>	<b>1,433</b>	<b>1,591</b>	<b>1,356</b>	<b>1,361</b>	<b>1,323</b>

Financial extracts (£'000) Year to 31st March	2021	2022	2023	2024	2025	2026	2027
Cumulative Retained Profit/(Loss) after Tax	(1,590)	(2,848)	(3,944)	(4,914)	(2,380)	5,068	16,213
Cumulative Realisation of land value paid to BCC	-	4,504	8,854	16,087	22,595	23,824	31,958

## 8.11 Cash flow

The Business Plan shows a closing cash balance in 2027 of £6m. Any distribution of profits will be decided by Bristol City Council as shareholder.

Cash Flow (£'000) Year to 31st March	2021	2022	2023	2024	2025	2026	2027
<b>Opening Cash Balance</b>	50	16	90	43	204	337	3,427
<b>Inflow</b>	714	1,833	3,840	2,737	3,830	7,659	8,635
Working Capital funding received	680	1,520	3,600	500	1,000	-	-
Decrease in non cash current assets	-	12	-	-	-	-	-
Interest received on Loan Notes (signed LLPs)	-	251	240	-	-	-	-
LLP distribution	-	-	-	2,074	2,748	7,659	8,635
Margin on Contracting	34	50	-	-	-	-	-
<b>Outflows</b>	(748)	(1,759)	(3,888)	(2,576)	(3,696)	(4,569)	(5,663)
Operating costs of Goram (EBIT)	(702)	(944)	(1,433)	(1,591)	(1,356)	(1,361)	(1,323)
Interest paid on Working Capital Funding	-	(94)	(134)	(288)	(411)	(384)	(234)
Interest paid on Loan Notes (signed LLPs)	-	(251)	(240)	-	-	-	-
Corporation Tax paid	-	-	-	-	-	-	(2,006)
Repay working capital funding	-	-	-	-	(2,399)	(3,600)	(2,100)
Increase in non cash current assets	(46)	(470)	(2,080)	(696)	470	776	-
Dividend Distribution	-	-	-	-	-	-	-
<b>Operating flows</b>	(34)	74	(47)	161	133	3,090	2,973
Build Lease Receipts		4,504	4,350	7,233	6,508	1,229	8,134
BCC land loan repayments		(4,504)	(4,350)	(7,233)	(6,508)	(1,229)	(8,134)
<b>Closing Cash Balance</b>	16	90	43	204	337	3,427	6,400



## 8.12 Balance sheet

The Balance sheet below shows Retained Reserves at the end of 2027 of £16m. This Business Plan is subject to further refinement when a more detailed assessment of the development pipeline evolves, and projects move forward.

Balance Sheet (£000) at 31st March	2021	2022	2023	2024	2025	2026	2027
<b>Fixed Assets</b>	-	-	-	-	-	-	-
<b>Current Assets</b>	721	8,688	12,164	46,244	46,229	53,059	55,508
Debtors	705	-	-	-	-	-	-
Capitalised Pre LLP costs	-	470	2,550	3,246	2,776	2,000	2,000
LLP Build Leases	-	8,357	9,176	43,603	42,480	43,606	35,472
Share of LLP Retained Reserves	-	(229)	395	(809)	636	4,026	11,637
Bank & Cash	16	90	43	204	337	3,427	6,400
<b>Current Liabilities</b>	(2,311)	(11,535)	(16,108)	(51,158)	(48,609)	(47,991)	(39,295)
Corporation Tax	-	-	-	-	-	(2,006)	(3,715)
Creditors & Accruals	(738)	(45)	(45)	(45)	(45)	(45)	(45)
Working Capital Funding Obligation	(1,479)	(2,999)	(6,599)	(7,099)	(5,700)	(2,100)	-
Working Capital Funding interest	(94)	(134)	(288)	(411)	(384)	(234)	(63)
BCC Land Loan Notes	-	(8,357)	(9,176)	(43,603)	(42,480)	(43,606)	(35,472)
<b>Net Assets</b>	(1,590)	(2,848)	(3,944)	(4,914)	(2,380)	5,068	16,213
<b>Shareholders' Funds</b>							
<b>Retained profits</b>	(1,590)	(2,848)	(3,944)	(4,914)	(2,380)	5,068	16,213

## 8.13 Stress testing

The financial plan has been modelled with construction cost and house price inflation excluded. The nature of Goram Homes' Business Model is that variations in unit cost or sales value will only have an impact on projects that have commenced.

We have updated our approach and we will be stress testing the financial plan based on the Bank of England (BoE) multi-variant stress test with the addition of a cost escalator on top of Consumer Price Index.

The scenario as set out by the BoE creates the following outcomes for the economy to which the Business Plan is tested.

... Represents an intensification of the macroeconomic shocks seen in 2020. When combined with the economic shocks already seen in 2020 it implies a cumulative three-year loss (with respect to the pre-Covid baseline) of 37% of 2019 UK GDP and 31% of 2019 world GDP.

... On a start-to-trough basis, UK residential property prices fall by 33% in the stress scenario and UK unemployment rises by 5.6 percentage points to peak at 11.9%.

... The UK's major trading partners experience severe and synchronised slowdowns. Protectionist tendencies become entrenched and world trade is very weak in the first two years of the scenario..... a further decline in equity prices and a rise in bond spreads. A persistently low interest rate environment.

... The stress scenario incorporates an intensification of the structural changes embodied in the MPC's most recent central forecast of November 2020, which assumes a weaker path for UK GDP in the longer term, driven by changes to consumer habits and production decisions.



*Artistic impression of the new neighbourhood at Romney House – Credit: HTA Design*

The stress testing graph below reflects the cumulative impact on the business of the BoE's extreme shock scenario for residential property sale prices (Stress 1), CPI on construction costs (Stress 2). In addition to the BoE extreme economic shock outcomes we have added a more extreme shock that applies an additional 5% CPI on construction costs in 2021/22 and then a further 5% in 2022/23 on top of the BoE extreme economic shock scenario with a delay to market restoration of margins by 12 months (Stress 3). This stress testing in no way refers to any measure of likelihood of specific events occurring, but is to test resilience of the plan to an accumulation of shocks.

This produces a scenario (Stress 3), against which we test mitigating actions.

No separate interest rate sensitivity is included because it would not occur in isolation of other factors affecting our business.

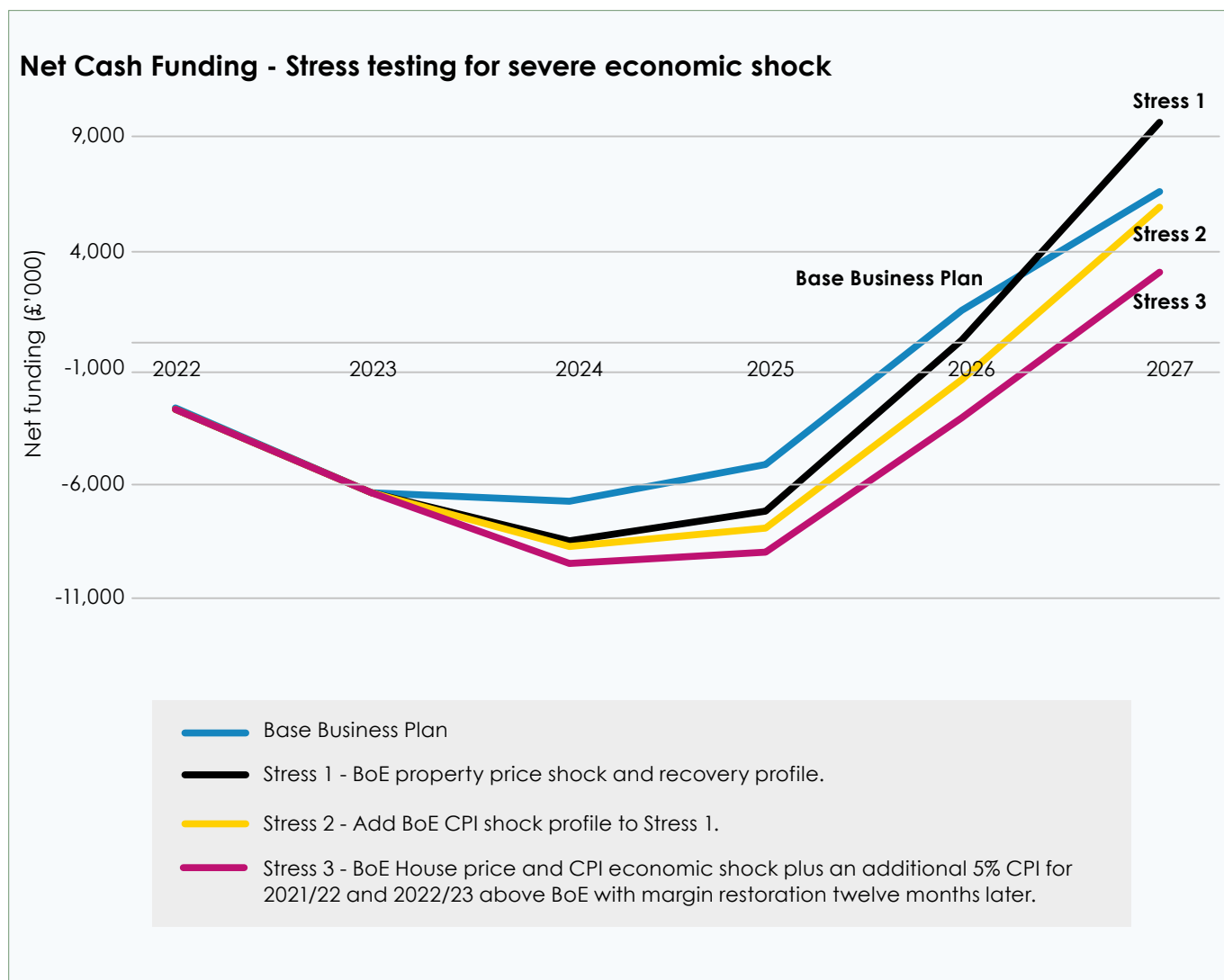


Figure 7 – Net Cash Funding - Stress testing for severe economic shock

To conclude the stress testing, we will apply a series of management controls and then re-test the financial plan.

Status	Management controls
Sites started and land value fixed - (Stress 4)	<ul style="list-style-type: none"> <li>• Pause Romney Market Sale build out to avoid losses</li> <li>• Maintain affordable build out to deliver forecast volumes (price unaffected by market movement)</li> <li>• Constrain overheads</li> </ul>
Sites not started – (Stress 5)	<ul style="list-style-type: none"> <li>• Land value would be re assessed to ensure required viability</li> <li>• Projects delayed if unviable</li> </ul>

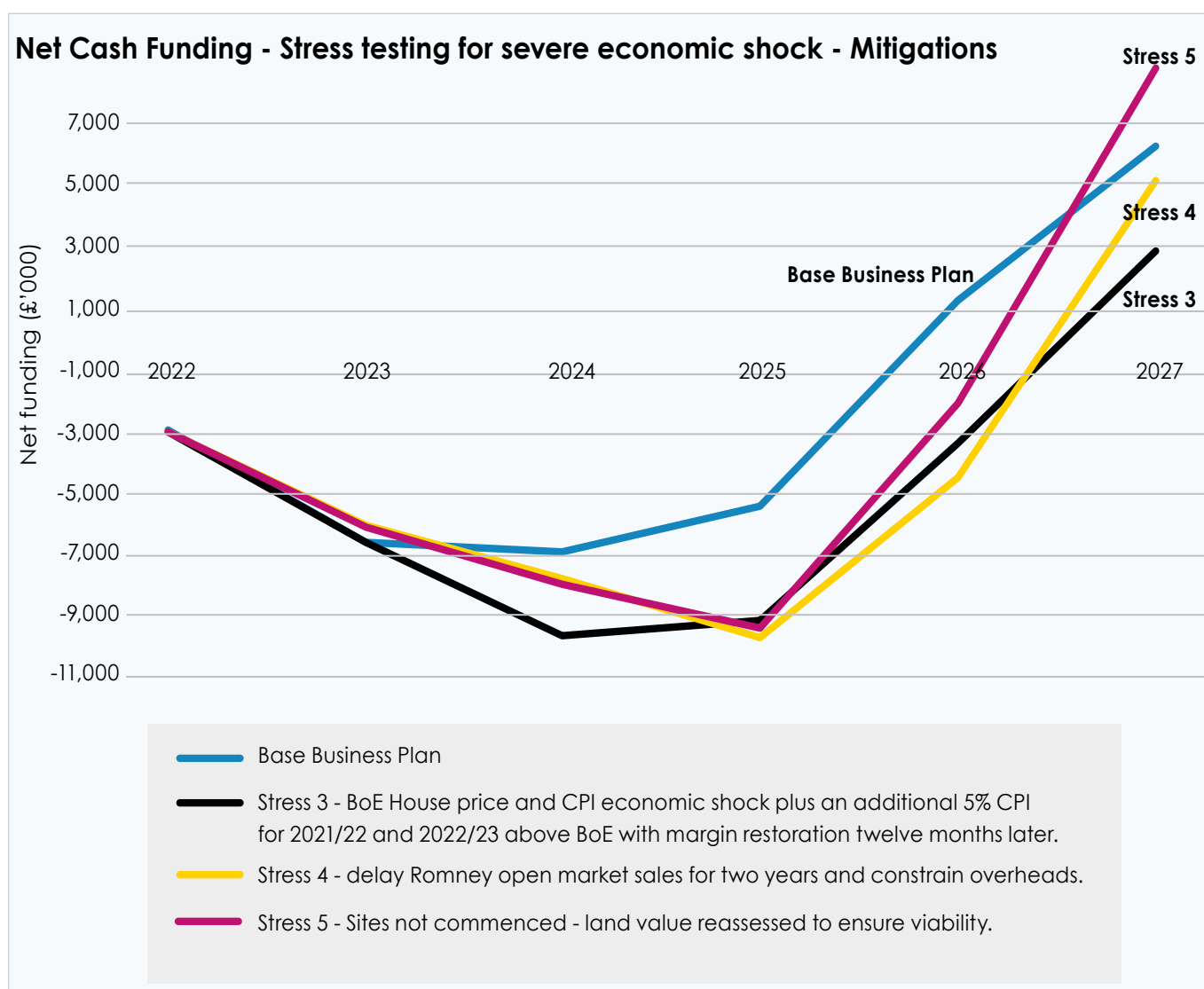


Figure 8 – Net Cash Funding - Stress testing for severe economic shock - Mitigations

The application of stress 4 and 5 mitigations demonstrate that Goram Homes can continue to deliver its Business Plan for the Business Plan period and can, with some flexibility on repayment dates to match programme movements, do so within the funding levels approved by Cabinet to date.

# 9. Appendix

## Appendix A - Strategic Business Plan level KPI's

	KPI	Stretch KPI
<b>Delivery</b>	To have delivered at least 500 new homes by March 2025.	To have delivered at least 500 new homes by March 2024.
	To have an identified pipeline of projects by March 2025, which, in total, will deliver a further 2,000 homes.	To have an identified pipeline of projects by March 2024, which, in total, will deliver a further 2,000 homes.
	To deliver a policy level of affordable homes across our programme.	To deliver 50% of the homes built to be affordable homes on each of our projects.
<b>Financial</b>	To deliver a 15% gross return on commercial activity.	To deliver a 17% gross return on commercial activity.
	To be generating a cumulative net profit by April 2025	To be generating a cumulative net profit by April 2024
<b>Environmental</b>	All new homes to have an EPC rating of A.	All new homes to be zero carbon in use.
	All projects to have a biodiversity net gain as defined by the DEFRA 3.0 metric.	All projects to have a plus 20% biodiversity net gain as defined by the DEFRA 3.0 metric.
	Meet 'Building with Nature' standards.	Exceed 'Building with Nature' standards.
	Meet 'RIBA 2030 Climate Challenge' targets.	Meet 'RIBA 2030 Climate Challenge' targets ahead of target dates.
<b>Place</b>	All new projects to meet at least 10 out of 12 on the 'Building for a Healthy Life' (BfL12) score.	All new projects to meet at least 12 out of 12 on the 'Building for a Healthy Life' (BfL12) score.
<b>Procurement</b>	Social value impact to be 10% key success criterion in all procurement awards over £1m	Social value impact to be 20% key success criterion in all procurement awards over £1m



## Appendix B – Assessment of Key Risks

Risk Name	Risk ID	Risk Description	Current score	Trend	Target	Narrative
<b>Business Growth</b>	2	Failure to deliver growth / profit targets in line with Business Plan assumptions	12	unchanged	12	The pipeline management approach to accelerate all projects mitigates delays, which stress the financial plan.
<b>Legal failure</b>	12	Failure to comply with miscellaneous legislation	8	unchanged	6	Goram Homes are advised by external legal advisors and all key legal areas are reviewed by the board.
<b>Taxation liabilities</b>	13	Taxation liability is greater than planned	8	deteriorating risk	8	Prudent Tax liability is assumed in the Business Plan, ex-pert external advise is provided on any detailed tax matters.
<b>Leadership</b>	4	Failure of board to give capable leadership, control, and strategic direction and/or inappropriate governance ar-rangements and structures	9	unchanged	8	The team is now established to deliver the current pipeline. The addition of Hengrove Park is covered by growth included in the costs shown in the financial plan.
<b>Business continuity</b>	15	Business continuity / Disaster re-recovery failure	9	unchanged	8	The Covid-19 pandemic has allowed us to test the business continuity plan with full operation.
<b>Demand failure</b>	38	Loss of demand for property sales	8	unchanged	9	The market assessment section of the Business Plan covers our forecast for changes in the housing market.
<b>Governance failures</b>	19	Failure of the Board and the management team to set an appropriate strategic direction and exercise appropriate over-sight	8	unchanged	12	The board are well placed to oversee the company with the right skills and competency as recently as-sessed by the governance review conducted by Bris-tol Holding.
<b>Senior Leadership Failure</b>	5	Failure of the Senior Leadership Team to demonstrate effective leadership and management	8	unchanged	8	The Managing Director and Finance Director are sub-ject to robust supervision and performance by the board and line managers.



## Appendix C - Funding forecast between Goram Homes and Bristol City Council

Overall Funding relationship with BCC Year to 31st March	2021	2022	2023	2024	2025	2026	2027
<b>Cash Flows</b>							
Loan Note repayments to BCC	-	4,504	4,350	7,233	6,508	1,229	8,134
Working Capital Funding (WCF) from BCC	(680)	(1,520)	(3,600)	(500)	(1,000)	-	-
WCF repayment to BCC	-	-	-	-	2,399	3,600	2,100
Interest paid to BCC on Land Loan Notes (signed LLPs)	-	251	240	-	-	-	-
Interest paid to BCC on WCF Loan	-	94	134	288	411	384	234
<b>Net cash paid to / (borrowed from) BCC</b>	(680)	3,329	1,125	7,021	8,318	5,213	10,468
<b>Cumulative net cash payments to BCC</b>	(1,479)	1,850	2,974	9,995	18,313	23,526	33,994

## Appendix D – How Goram Homes is delivering Social Value against Bristol City Council's Policy

Bristol City Council Social Value Objectives	How Goram is addressing them
<p>1. Support the creation, sustainability and growth of local micro, small and medium sized enterprises</p>	<p>Goram Homes is committed to 75% spend with local businesses helping to support Bristol's local micro, small and medium sized enterprises.</p>
<p>2. Support the creation and retention of high-quality, sustainable jobs for local people which pay at least the living wage</p>	<p>Goram Homes is committed to 75% spend with local businesses helping to support Bristol's local micro, small and medium sized enterprises. In addition, where appropriate we will support businesses via our social value commitment.</p> <p><b>Example: Get set for growth</b> - at Romney House we are working YTKO to deliver free business support fully funded by Bristol City Council and West of England Combined Authority under Universal Business Support.</p>
<p>3. Support local people with opportunities for life-long learning, skills development and experiences of work</p>	<p>Social value impact is a key success criterion in all Goram Homes' procurement awards over £1m. As a result, all our projects will deliver social value to the area we are working in. Where appropriate this will include opportunities for training and work experience.</p> <p><b>Example:</b> At Romney House, Lockleaze we will build a <b>Skills Academy</b> - an innovative training programme designed to create opportunities for local people to gain work experience and vocational qualifications, including NVQs and CSCS cards – a crucial first step into the construction industry. The academy is being delivered in partnership with City of Bristol College and Partners in Bristol, and it will combine classroom and practical learning, with participants gaining live site experience on the Romney House project.</p>
<p>4. Support the creation, sustainability and growth of local community groups, voluntary groups and social enterprises, in alignment with the VCSE strategy</p>	<p>Social value impact is a key success criterion in all Goram Homes' procurement awards over £1m. As a result, all our projects will deliver social value to the area we are working in. Where appropriate this will include supporting local groups and social enterprises.</p> <p><b>Example:</b> At Romney House we have set up the <b>One Lockleaze Community Fund</b> - a fund for direct investment into local community groups. Other groups we are supporting include:</p> <ul style="list-style-type: none"> <li>■ <b>Fixer café:</b> The Lockleaze Fixer will provide opportunities for local engineers and crafts people to advertise their wares and share their skills with members of the community.</li> <li>■ <b>Groundwork &amp; The Vench</b></li> </ul>

Bristol City Council Social Value Objectives	How Goram is addressing them
<p>5. Promote the involvement of local people and organisations in active citizenship such as volunteering and foster caring</p>	<p>Social value impact is a key success criterion in all Goram Homes' procurement awards over £1m. As a result, all our projects will deliver social value to the area we are working in. Where appropriate this will include supporting active citizenship and volunteering.</p> <p><b>Example:</b> At Romney House we will deliver “<b>Green Gyms - the Conservation Volunteers</b>” - fun and free weekly outdoor sessions across the site where volunteers are guided in practical activities such as:</p> <ul style="list-style-type: none"> <li>■ planting trees</li> <li>■ sowing wildflowers</li> <li>■ litter picking</li> <li>■ creating &amp; maintain footpaths</li> <li>■ installing wildlife hibernacula</li> </ul>
<p>6. Promote the mental and physical health and well-being of local people</p>	<p>Goram Homes will promote the mental and physical health of local people through the provision of mixed developments of sustainable homes. We will always include the highest number of affordable homes possible in our developments - giving more people the chance to have a safe and secure home.</p> <p>Our designs will incorporate safe, public open spaces that encourage people outdoors and into nature. And wherever we build homes we will continue to support residents after work is completed to create sustainable, balanced communities.</p>
<p>7. Support the creation of high quality, affordable and sustainable homes and inclusive public spaces</p>	<p>Goram Homes will work in partnership with Bristol City Council and the private sector to build mixed developments of sustainable homes. We will always include the highest number of affordable homes possible in our developments - giving more people the chance to have a safe and secure home.</p> <p>Our designs will incorporate safe, public open spaces that encourage people outdoors and into nature. And wherever we build homes we will continue to support residents after work is completed to create sustainable, balanced communities.</p>
<p>8. Support the creation of high quality, affordable and sustainable homes and inclusive public spaces</p>	<p>Goram Homes will work to reduce air pollution and greenhouse gases via the delivery of increased biodiversity and carbon neutral housing on our developments. We have adopted the <b>RIBA 2030 Climate Challenge Targets</b> for operational energy use, embodied carbon, and water use reduction. We will also adopt the <b>Building with Nature Standards</b> – a framework of standards for good green infrastructure which encourages developers to create places that really deliver for people and wildlife.</p>

Bristol City Council Social Value Objectives	How Goram is addressing them
<p>9. Reduce and reuse waste, particularly waste that is harmful and/or sent to landfill</p>	<p>Goram Homes will work with partners to reduce waste in the construction of new homes, and with Bristol Waste ensure all new homes are designed to encourage residents to recycle and reuse wherever possible.</p> <p><b>Example:</b> At Baltic Wharf our <b>Site Waste Management Plan</b> aims to stop up to 95% of non-hazardous construction and demolition waste from going to landfill.</p>
<p>10. Support Bristol becoming a more ecologically resilient and biodiverse city</p>	<p>Goram Homes is committed to delivering increased biodiversity and carbon neutral housing on all our developments. We have adopted the <b>RIBA 2030 Climate Challenge Targets</b> for operational energy use, embodied carbon, and water use reduction. We will also adopt the <b>Building with Nature Standards</b> – a framework of standards for good green infrastructure which encourages developers to create places that really deliver for people and wildlife.</p> <p><b>Example:</b> Our Baltic Wharf development has been designed to encourage sustainable lifestyles for residents and include a range of sustainable features that will help lower their carbon footprint:</p> <ul style="list-style-type: none"> <li>■ Designed from a fabric first principle, incorporating high levels of thermal insulation</li> <li>■ 64 Photovoltaic panels mounted on the roof to deliver 20% renewable energy for the benefit of all residents</li> <li>■ Low carbon heating by means of either onsite Air Source Heating or a future proofed connection to the proposed Bristol district heating network</li> <li>■ Electric vehicle charging points for cars</li> <li>■ Energy-efficient LED lighting throughout the site</li> <li>■ Smart energy meters will be installed in every home, empowering residents to monitor and manage their own energy usage</li> <li>■ Indoor spaces have been designed with natural light and ventilation in mind, with floor-to-ceiling glazing and rooms with multiple windows</li> <li>■ Design details including projecting eaves, balconies, and solar shading to keep residents cool in summer</li> <li>■ Efficient water fittings and dual flush toilets to cut down water consumption</li> <li>■ Permeable paving, soakaway crates and rainwater gardens to reduce the risk of downstream flooding</li> <li>■ 37% carbon emission improvement on current building regulations</li> </ul>

## BRISTOL HOLDING COMPANY BUSINESS PLAN 2022/23

### 1. Foreword by Peter Beange, Chair of Bristol Holding Co Ltd

As Chair of Bristol Holding Co Ltd (BHL), I am pleased to introduce what we understand will be the last company business plan under the stewardship of myself and the current Board of Directors. I should like to take this opportunity to thank all board members and executive staff, past and present, for their support over the last two and a half years in steering the company through the necessary challenges and providing the required advice for the Shareholder in its dealings with its wholly owned companies.

In managing the sale of Bristol Energy and ensuring an effective wind-up to enable solvent liquidation of its successor Be2020 Ltd, we have presided over what we believe to be the best possible conclusion for the Council. We are now in the process of supporting an effective sale of Bristol Heat Networks Ltd to the winning bidder through the City Leap procurement process. Having initially set up Bristol Heat Networks to ensure delivery of the Redcliffe and Old Market networks, supported by government grant, trading activities commenced during 2020/21 and developed further during last year as opportunities to connect and supply heat arose.

We are pleased with the progress of Bristol Waste and Goram Homes, during another year impacted by Covid, and potential growth opportunities that successful delivery is bringing. Despite the concerns expressed by many in public last year, Bristol Waste have successfully taken on key Facilities Management functions from the Council, earning the praise of many in regards how they have taken particular care to help the staff transition. Goram are now well on the road for delivering Romney, and have secured a JV partner for Dovercourt Rd. We are now hopeful that 2022/23 will include a significant new development, cementing their position as one of the largest housing developers in the City. However, we acknowledge that governance arrangements need to change if it is now intended that there will only be two Council companies for the foreseeable future, operating in very different environments, and the Board is committed to ensure the successful and seamless transition of BHL services to the Council and its role as Shareholder.

For this reason, we have put together a short-term business plan focussed on sale of Bristol Heat Networks and transfer of BHL functions, minimising the financial implications for the Council and its remaining companies, but ensuring effective corporate governance is retained.

## **2. 2021/22 Review**

During last year the BHL Board and staff continued to demonstrate agility, delivering on all key targets set out in last year's plan, continuing to provide effective scrutiny and assurance for the Shareholder, whilst responding to emerging circumstances and directing resources as appropriate.

Having disposed of Bristol Energy's customers and brand we set about ensuring an effective and speedy wind-up process for the residual company Be2020 Ltd, and process for solvent liquidation, which could only follow negotiation of cessation of its energy supply licence. The company entered into members voluntary liquidation in June 2021, and as the year has progressed, we are confident that the final outcome will be well within the financial envelope set by the Council, and significantly better than many feared when we commenced this process in 2020.

During the last year significant BHL resources have been required to support the development of Bristol Heat Networks, developing its trading whilst supporting the Council in commercial arrangements for City Leap. It has highlighted gaps and financial and operational risks, not least the consequences of the massive increases in energy costs on the business, but we anticipate a successful share sale to the winning City Leap bidder JV, and this will be a key focus for the company during the early part of 2022/23.

Despite having to reduce some services Bristol Waste continued to cope well with ongoing Covid issues and key staff shortages. In June they successfully took on Cleaning and Security, as part of a programme of FM services scheduled to be transferred, which will strengthen their commercial offer across the City. They have also led on the development of the new HRRC site at Hartcliffe which is scheduled to open early in the new financial year. We supported key changes to board membership who are now leading on areas of transformational change.

Goram Homes has continued to go from strength to strength, with commencement of works at Romney, following planning consent during the year. Unfortunately, Baltic Wharf has been held up due to BCC planning issues impacting on all development sites close to River Avon/Harbourside. Notwithstanding that they have entered into a JV partnership for the development of Dovercourt Rd, other pipeline sites are progressing well, and there is now opportunity to take a lead on Hengrove and other key developments, is now set to be key to delivery of the Council's housing delivery targets.

We have continued to strengthen internal audit and embed risk management arrangements. Audit and Risk Committee is well established, and new membership of the Committee has reinforced its scrutiny and independent governance arrangements. We undertook board effectiveness reviews and acted on required improvements. At the same time, we have continued to reduce the cost base of BHL as the holding company.

## **3. Timeframe of the 2022/23 Business Plan**



The BHL business plan is a transitional plan and is for one year only. This is following the outcome of the independent shareholder advisor's governance review of the Council's wholly owned companies. The review concluded that, following disposal of Bristol Heat Networks Ltd procurement process to the successful City Leap bidder, and without clear intent to bring more companies under the Holding Company in the short to medium term, Bristol Holding should be disbanded and its core functions absorbed by the Council and its Shareholder function.

Although all financial information is based on a full year, it is recognised that full transition to the new governance delivery model is anticipated to be completed within 7 months of the start of the new financial year.

#### **4. Bristol Holding Strategic Objectives and Targets for 2022/23**

This business plan has been prepared on the following assumptions:

- That Bristol Heat Networks Ltd is acquired, via share purchase agreement, by the City Leap Joint Venture during the financial year.
- That following the outcome of the independent shareholder advisor review, and subsequent management action plan, the Council will determine to transfer key Holdco functions to either the Council or remaining subsidiaries (Bristol Waste and Goram Homes).
- That the above transition will be completed during the 2022/23 financial year.

The strategic objectives of the company should reflect the successful conclusion of the above desired outcomes, ensuring seamless transition whilst delivering effective corporate governance arrangements.

During this transition period, the strategic objectives of Bristol Holding will remain as follows:

##### ***Key Strategic Objectives;***

- To provide effective commercial, financial and risk assurance to the Shareholder in the operation of its wholly owned companies
- To ensure strategic alignment between Bristol City Council corporate aims, objectives, and values, and those of its wholly owned companies, including their commercial objectives
- To oversee the delivery of the companies' 22/23 business plans and objectives
- To ensure effective corporate governance arrangements across the companies
- To promote maximisation of social value of the companies
- To support the Council achieve a seamless transition of Holding Company services, staff and corporate governance requirements to the new delivery model
- To ensure effective and efficient arrangements for residual company statutory and retained Holding Company activities
- To ensure effective disposal of Bristol Heat Networks Ltd to the City Leap JV

- To minimise costs and charges to subsidiaries pending completion of the transition process and deliver value for money

In line with our strategic priorities outlined above, key targets for the year ahead are set out in the table below;

<i>KPI</i>	<i>Metric</i>	<i>Owner</i>	<i>Dependency</i>	<i>Timescale</i>
Timely and robust finalisation of 2021/22 statutory accounts process reflected in external audit opinion	BHNL audited accounts signed off by June 2022, other companies by Sept 2022	Group FD	Subsidiaries, BCC, External Audit and Tax Advisors	Sep-22
Full end-to-end heat network business operational prior to disposal of Bristol Heat Networks	All HNIP and residual assets transferred to BHNL	BHL Board	BCC Energy Services	May-22
Timely and effective sale of Bristol Heat Networks to the resultant City Leap JV	Successful Share Purchase Agreement, TUPE arrangements, tax matters and information transfer within agreed timeframe	BHL Board	City Leap	Sep-22
Key tenets of good corporate governance and assurance of wholly-owned companies maintained post Holdco	Full review of audit and risk arrangements for residual wholly-owned companies completed and actioned	Group FD	BCC Subsidiaries	Jul-22
Key tenets of good corporate governance and assurance of wholly-owned companies maintained post Holdco	Completion of all Board Effectiveness Review improvements actions for subsidiaries, renewal of Goram Homes Board appointments and remuneration arrangements	BHL Board	BCC Goram Homes Bristol Waste	May-22
Complete the seamless transfer of Holdco functions to BCC and subsidiaries	All staff, assets, resources appropriately transferred, all liabilities understood, and clear plans for managing residual functions in place	Group FD	BCC City Leap	Oct-22
Liquidation of Be2020 progresses to have a reasonable expectation that completed by April 2023 within indemnity agreement limit	Final outcome is reasonably forecast to be at least £2m less than the indemnity agreement	Group FD	Effective liquidation process	Sep-22
Successful support to BWC transformation programme/ new opportunities and support for Goram in emerging opportunities	Detailed proposals for BWC improvements and timetable agreed by BCC Goram Homes outline proposal for Hengrove site approved by BCC	BHL Board	BCC budget/ decision-making processes BWC Board Goram Homes Board	Sep-22

## 5. Finance

Having successfully concluded the placing of Be2020 Ltd into solvent liquidation, in June 2021, we commenced the process of reducing the establishment and costs of Bristol Holding. As a consequence, we reduced Company Secretary support to companies by 0.6FTEs in July 21, the Executive Chair role ended in October, and the number of independent non-executive directors reduced by one the following month. The number of BHL employees has now reduced from 3.8FTEs to 2.6FTEs.

The company made a small operating surplus for the 2020/21 financial year, although with further impairment of Be2020 Ltd, and the preference share liabilities owed to the Council (primarily relating to Be2020 Ltd), total losses for the year were £3.3million. during 2021/22 the Council agreed to reclassify 27.3million preference shares relating to the company's shareholding in Be2020 Ltd to ordinary shares and waive outstanding preference share dividends, which will significantly improve the financial position for the year. We anticipate a break-even position in terms of operational performance, but there does remain some preference share holding with the Council which will impact on reported profit/losses.

Set out in the table below is the draft budget for 2022/23 which is for a full year. In reality, we aim to conclude full transition to the new governance model by October 2022 (7 months). After allocation of directors' costs to BHNL the planned budget for Holdco is reduced from £563k to £373k for the year. Employee costs below include BHL directors' remuneration.

<i>Bristol Holding - Draft Budget 2022/23</i>		
<i>Original Budget</i>	<i>Revised Budget</i>	<i>Draft Budget</i>
<i>2021/22</i>	<i>2021/22</i>	<i>2022/23</i>
<i>£</i>	<i>£</i>	<i>£</i>
<b><i>Income</i></b>		
5,000	2,000	2,000
Charges to BCC		
558,000	565,500	371,500
Charges to Subsidiaries		
<b>563,000</b>	<b>567,500</b>	<b>373,500</b>
<b>Total</b>		
<b><i>Expenditure</i></b>		
396,000	361,500	256,000
Employees		
95,000	148,000	78,000
<b>Supplies &amp; Services</b>		
<b><i>Recharges from BCC/ Subsidiaries</i></b>		
54,000	47,000	35,500
Finance, Audit & Insurance		
10,000	5,000	2,000
Legal		
5,000	3,000	-
HR		
3,000	3,000	2,000
ICT		
<b>563,000</b>	<b>567,500</b>	<b>373,500</b>
<b>Total Costs</b>		

Set out below are key sensitivities and financial assumptions underpinning the budget. It should be noted that some core costs, including Company Secretary, internal and external audit, and group-wide insurance will be required under the future governance model.

### **Sensitivities**

- *Pay award – Each 1% above assumed equates to - Additional costs £1,400*
- *Contract inflation – Each 1% above assumed equates to – Additional costs £1.100*
- *Delays in completion of City Leap/ transition process (per month) £21,000*

### **Financial Assumptions**

- % Pay Awards, Pension & NI – 2.6% plus 1.25% Employer's NI uplift
- % Inflation assumptions - 4% contracts and services provided by BCC
- All costs to be charged to subsidiaries
- Indemnities, warranties and guarantees from BCC – Sale of BHNL to City Leap JV
- BCC Debt write-downs, write-offs, and reclassification – Preference Share reclassification assumed to be finalised as part of wind-down process
- The company has minimal reserves

## **6. Social value**

The use of BHL for key governance and assurance purposes, along with support for subsidiaries generates additional social value to Bristol. We have assessed and enumerated those social value benefits that derive from BHL, and which include;

- 100% employees resident within boundary of Bristol City Council, (60% of those from postcodes areas deemed most deprived)
- Majority of third party spend contained within local economy (80%)
- Minimisation of carbon footprint through flexible working arrangements and promotion of public transport/ walking/ cycling alternatives

The full year equivalent social value anticipated to be delivered by Bristol Holding equates to **£184,600**. The values above are all calculated in accordance with the Council's agreed TOMs framework.

In addition to the above, all distributable surpluses will be returned to the Council.

## **7. Risks**

Top Bristol Holding Risks are set out in the table below:

Risk Title	Description	Mitigations/ Controls	Current Risk Level		
			L i k e l i h o o d	I m p a c t	R i s k R a t i n g
<b>RIS12: Corporate Governance</b>	<p>Failure to have clear and effective corporate governance arrangements contributes to business failings and further loss of confidence by shareholder and other stakeholders</p> <p>Risk Causes Include;            Out of date or inappropriate governance arrangements            Focus on unreasonable cost reduction rather than effective governance            Lack of clarity with respect to roles and responsibilities            Vast majority of decision making authority rests with Shareholder            Inadequate or incomplete corporate policies and procedures            Breach of appropriate standards and/ or probity            Poor risk management processes and culture</p>	<p>Retention of assurance and scrutiny role pending finalisation of BCC management action required from Grant Thornton and independent shareholder advisor reviews            Prioritised programme for standardised policies and procedures            Group-wide risk management framework and assurance policy and regular risk reviews            Internal Audit Review of effectiveness of Holdco corporate governance arrangements and action plan in place to address issues raised</p>	4	4	16
<b>RIS15: Cyber Security</b>	<p>Risk that key IT systems are compromised and systems become inoperative and/or sensitive data stolen or lost</p> <p>Risk Causes Include;            Insecure ICT hardware            Inadequate virus protection software            Malicious behaviour by 3rd parties            Human causes</p>	<p>BHL on BCC server and utilise BCC applications where feasible            Sign-on and password protections            Secure Configuration            Malware protection            User education and awareness            Home and Mobile working            Managing user privileges (BCC)            Incident management (BCC)            ICT Monitoring (BCC)            Network security (BCC)            Implementation of Modern.Gov</p>	3	4	12
<b>RIS08: BHL Workforce Retention</b>	<p>Failure to ensure continuity of key staff prior to completion of transition to Post City Leap alternative governance delivery model</p> <p>Risk Causes Include;            Lack of succession planning            Inability to retain the right people at the right remuneration            Inadequate staff development and training            Failure to agree approach for retention of workforce between Shareholder and companies</p>	<p>Early commencement of transition planning            CoSec role to transition seamlessly into BCC            Key support staff retention arrangements agreed by BHL Board            Indicative temporary succession arrangements for Group FD role</p>	3	4	12
<b>RIS22 - Leadership</b>	<p>Failure of board / Senior Leadership team to give capable leadership, control and strategic direction            BHL Board/            executive fail to gain confidence/trust of stakeholders;            lack of buy-in to HoldCo by subsidiaries</p>	<p>Approval by Shareholder of revised BHL Board/ Committee arrangements            Board Effectiveness Review            Consistent and effective oversight in regards subsidiary performance,            Supporting and influencing strategic direction in a positive way            Keep key stakeholders apprised of key issues and action plans            Ensure BHL has the right mix of skills at board level to achieve goals            Ensure updated governance protocols support board to fulfil role</p>	3	4	12
<b>RIS07: Delivery of Business Plan</b>	<p>Risk of failure to deliver BHL business plan</p> <p>Risk Causes Include;            Incorrect service transition assumptions in business plan            Incorrect financial assumptions in business plan            City Leap doesn't progress as planned            Poor performance            Failure of buy-in from Shareholder/ Subsidiaries to alternative governance and transitional arrangements            Failure of performance from BCC on areas of their control            Failure to achieve service KPIs and milestones            Loss of funding</p>	<p>Annual business plan and budget preparation, scrutiny and approval process with review by Shareholder            Monthly monitoring of financial performance and key operational KPIs by BHL Board            Robust financial modelling for business planning and business development            Efficiencies delivered during 2021/22            Identification of realistic targets and benefits in tangible terms            Alignment of limited resources to service priorities and risk mitigations            Collaboration with BCC and subsidiaries</p>	3	4	12
<b>RIS18 - Inadequate Resources</b>	<p>Insufficient resources are available to deliver against BHL plan.            Budgetary constraints            Staff reductions (CE &amp; CoSec)            Multiple concurrent issues demanding BHL involvement</p>	<p>Reduce involvement in operational matters across subsidiaries.            Prioritise work with small exec Team            Key staff retention arrangements</p>	3	4	12

## **Appendix B1 – Shareholder Group Commentary on Business Plans**

The business plans that the Shareholder Group (SHG) members reviewed at the SHG meeting on 17 January 2022 were those received by Shareholder Liaison on;

- Bristol Waste, version 1 – 11.01.2022
- Goram Homes, version 1 – 11.01.2022
- Bristol Holding, version 1.3 – 11.01.2022

There have been no material changes in any of the existing plans since that time with the exception of a change to the number of units in the Novers Hill development relating to the Goram Homes business plan. SHG members were made aware of this change and no further comments were given.

### **Summary of Shareholder Group commentary at meeting of 17 January 2021**

#### Bristol Waste Company Business Plan

The Shareholder Group agreed that the Bristol Waste Business Plan could be recommended to go forwards for decision at Cabinet.

The group commended the approach taken by the company in working closely with the Strategic Client and Operational Clients in a single effort to plan for the future of the service, in line with the Council's strategic aspirations for reducing waste in the city.

The group noted the potential risks in the plan, including those around recycle income, and agreed that performance monitoring regimes will need to be regular and robust, to provide early warning of any issues with respect to performance against the plan.

The group looks forward to seeing the central role of the company develop in supporting the Council to achieve its wider strategic waste goals going forwards.

#### Goram Homes Business Plan

The Shareholder Group agreed that the Goram Homes Business Plan could be recommended to go forwards for decision at Cabinet.

The group welcomed the decision of the Council to award additional sites to the company, as a vote of confidence in their ability to deliver.

The group acknowledged the relatively low risk profile to the company at this stage, because the largest risks are those associated with delivery, such as increasing construction costs, which will only crystallise once projects get to site.

The group also acknowledged the underlying assurance which the Council Housing delivery function has undertaken of the Housing delivery pipeline, and Goram's assumptions and sensitivities as a robust basis for the Business plan at this stage.

#### Bristol Holding Ltd. Business Plan

The Shareholder Group agreed that the Bristol Holding Business Plan could be recommended to go forwards for decision at Cabinet.



V2 – 14.02.2022

The group welcomed the business plan and agreed with the short one-year focus, and assessment of the areas of priority attention for the Executive and small team during its term. The group noted that a decision had not yet been taken to reduce the functions of the Holding Company, but the council will review its position in the governance structure once the outcome of City Leap is known.

The group clarified and thanked Bristol Holding for its role in assuring the business plans of the other subsidiaries, confirming that its focus on process and financial assurance was proportionate and complementary to the assurance provided by the Strategic and Operational Clients.

## **Appendix B2 – Independent Shareholder Advisor commentary on the Business Plans**

### **Fiona Ross, Independent Shareholder Advisor**

Since the expansion of Bristol Holding Limited (BHL) in September 2019, there has been only one Independent Shareholder Advisor rather than two and the Shareholder Group only meets once a quarter. As the Independent Shareholder Advisor, I had placed a great deal of confidence in the existence of Bristol Holding Limited and the excellent reporting that was developed by BHL and the Shareholder Liaison Service. The Governance changes which took place in October 2021 have reduced the resources within BHL and I feel there is a lot of pressure on the remaining executive which poses a business continuity risk and I have raised this with the Shareholder Representative.

As planned, following the Grant Thornton review (completed in 2021) and my own governance review (commissioned by the Shareholder in 2021), the governance of the companies continues to be the subject to further changes especially in the context of City Leap. As the record of Shareholder Group meetings will demonstrate I remain concerned at the number of outstanding actions in the governance arena.

While the timing and detail of these governance changes remains a concern there has been very demonstrable improvements in strategic direction provided to the companies through the role of the Strategic Client (Executive Director: Growth and Regeneration) and it was excellent to see much better coordination and communication between the Strategic Client and the companies especially Bristol Waste Company Limited (BWC) and Goram Homes Limited (Goram).

With regard to finance, I asked and was assured that there is a better working relationship between BHL, the companies and the Section 151 officer. I had identified the critical importance of making sure that the companies interact with the Section 151 Officer earlier and more frequently. Given the finance and budget challenges facing BCC it is essential there are no gaps in understanding and information flow between the companies and the Section 151 Officer.

At the Shareholder Group on 17 January 2022, the business plans were accepted but with some reservations and caution as you would expect for any company operating in this challenging post Covid-19 environment. BHL is a holding company in transition and my concerns are noted above. BWC has a very ambitious plan that needs very careful monitoring but the new Chair at BWC is very experienced and I have confidence results will be tracked very carefully. Goram Home is more steady state.

In all cases I have raised my concerns regarding the management of expectations at a Council, Cabinet and Citizen level. This is most acute in BWC where there is a significant level of political interest in the company's operations. As separate companies we do need to remember that while a stakeholder view is appropriate the companies are not Council departments and have additional responsibilities under company law to adhere to.

As with all business plans once the Shareholder has reviewed the plans and posed their challenges they need to move to provide support to the companies to deliver. The most critical thing is to have full transparency, open and honest communication and regular reviews.

The Shareholder group did not see the Bristol Heat Networks Ltd. business plan as it was undergoing further due diligence, and following an alternative timeframe related to the City Leap Joint Venture procurement. I think a Shareholder Group session on BHNL and City Leap is advisable, given the scale of planned investment and risks associated with BHN and City Leap.

<b>Report Title:</b>		<b>Board/Committee:</b>	
<b>Draft Business Plans – BHL Board Overview Report for Cabinet</b>		<b>Cabinet</b>	
<b>Agenda item:</b>	<b>Meeting date:</b> 03/03/2022	<b>Non-confidential</b>	<b>For information</b>
<b>Report author:</b>	<b>Chris Holme</b> Group Finance Director	<b>Author contact details:</b>	<b>T: 07961 885170</b> Chris.holme@bristol.gov.uk
<b>Executive Summary</b>			
This document provides cabinet with a summary of Holdco Board assurance reviews of the draft Bristol Holding, Bristol Waste and Goram Homes proposed business plans.			
<b>Recommendations</b>			
Cabinet is asked to:			
1. <i>Note the commentary from Bristol Holding on each of the published draft business plans</i>			
<b>Link to Corporate Objectives</b>			
<i>Effective governance, performance and risk management arrangements.</i>			

## 1. Background and Context

- 1.1 As part of its assurance to the Shareholder role, Bristol Holding has set out, for information to Cabinet, a summary review commentary on each of the proposed company business plans for Bristol Holding, Bristol Waste and Goram Homes.

## 2. Bristol Holding

- 2.1 Bristol Holding (BHL) has submitted a one-year only business plan. Its basic assumption is that, in line with the independent Shareholder Advisor's review of the governance arrangements for wholly owned companies and following disposal of BHNL to City Leap when only two subsidiaries will remain in the group (BWC and Goram Homes) and no new council owned companies are envisaged, BHL functions will be transferred either to the Council or remaining companies in the group. The business plan therefore focusses on the winding down of BHL key assurance, scrutiny, and support functions, and ensuring an effective transfer under the desired delivery model. It should be noted that that decision has yet formally to be taken. The aim will be to complete that process in seven months, but the financial assumptions are based on a full financial year.
- 2.2 Pending the actual wind-down and transfer process BHL will continue to provide commercial

and corporate governance assurance to the Shareholder, which will be important as the Strategic Client role evolves. The proposed strategic objectives reflect this as well as the need to prioritise the successful share disposal of BHL to the City Leap Joint Venture. The KPIs are by default a series of defined delivery milestones. Clearly a key risk to delivery of the milestones would be delays to or failure to complete City Leap and/or council decisions about BHL's future.

- 2.3 The financial assumptions reflect a reduced establishment, both board and employee, and need for continuation of group-wide activities for the next year (including external audit, tax advice and insurances). It should be noted that some of these costs are fixed and will need to be borne either by the Council, or subsidiary companies after wind-down.
- 2.4 The reduced establishment is consistent with the assumptions but will leave no capacity to take on any additional responsibilities. Social value calculations are derived from those national TOMs which form part of the Council's amended social value policy and calculated accordingly.
- 2.5 Failure to have clear and effective corporate governance arrangements is considered to be a key risk, and transitional arrangements to the new operating model will need to ensure appropriate mitigations. The risk to retention of staff during this transitional period means the company needs to have adequate resilience arrangements.

### **3. Bristol Waste**

- 3.1 Bristol Waste have presented a very detailed and ambitious business plan given the Shareholder's challenge of absorbing the costs of a new service (Hartcliffe HRR) and delivering improvements within the existing financial envelope. Improvements embedded within the plan include flats recycling initiative, additional engagement with students and a waste reduction campaign. However, the most significant change (other than opening of Hartcliffe) is the intention to move street cleaning and refuse collection to a 'village' approach, making services more neighbourhood centric. The steps required to deliver further transformation of the business are also detailed. Importantly, the plan excludes any further costs of Big Tidy, and if BCC wishes this to continue then funding will need to be separately identified. It also excludes any changes to core contract service delivery which may provide opportunities for cost saving.
- 3.2 Agreed strategic objectives with the Strategic Client are to promote citizen ownership of waste and recycling in the city, deliver measurably cleaner streets, provide leadership in the delivery of waste and recycling services, and deliver innovation and bespoke waste management solutions. Reducing waste and increasing recycling volumes is a key priority and the plan incorporates a few planned deliverables, albeit limited due to budget constraints. It should be noted that key performance targets, which align to these objectives, have yet to be agreed with the Council as client.
- 3.3 Core waste contract services (refuse collection/disposal, street cleaning, graffiti removal etc), are assumed in this plan to deliver a small surplus for 2022/23 (£144k). This includes absorbing the running costs of the new Hartcliffe Reuse and Recycling Centre from the start of the financial year, at an estimated net cost of £751k. Significant work has been done by the company to identify and deliver efficiencies to achieve this, and it should be noted the assumed margin is very low. Furthermore, contract revenue is only assumed to increase by 3% each year over the next 5 years, which will require delivery of ongoing efficiencies and improved income from waste mining, reuse and other initiatives. The risk of capacity to deliver the significant efficiencies and initiatives covered in the plan should not be underestimated, and an important challenge will be to set out service delivery implications of

potential reductions, particularly given the ambitions of the plan and new interventions therein.

- 3.4 It should be noted that the core service surplus is predicated on maintenance of relatively buoyant recyclates prices compared to those pre-pandemic (although income is assumed to be lower than forecast for this financial year,) with ongoing growth over the next 5 years. Whilst there are reasons to justify higher commodity prices being sustainable (e.g. growth in UK internal recycling facilities), this is a significant risk and should prices fall then losses will be incurred on this part of the business, and there could be a call on the contract payment mechanism at additional cost to the Council.
- 3.5 Overall, the draft business plan assumptions indicate an overall EBITDA of £705k, of which £234k is assumed to be generated through non-teckal commercial activities. From a commercial perspective this is very low margin on a £55m turnover business, underlining that this BP is tight and that there is very limited room for manoeuvre in regards additional cost growth and/or revenue shortfall.
- 3.6 Non-teckal turnover for next year is assumed to be some £3.9m, almost exclusively relating to commercial waste functions. This is significantly higher than forecast for the current year, as well as that assumed in last year's plan, with moderate growth (approx. 5% pa) assumed for the following 4 years. The focus for non-teckal commercial growth from 2023/24 is assumed to be through expansion of FM services. Deliverability of this growth will be a challenge.
- 3.7 There is planned to be capital investment during 2022/23, on plant and machinery – but this will be funded from reserves so there will be no call on BCC for further loans. It should be noted that the capital investment will be focussed primarily on areas that support delivery of Council objectives (e.g., minimisation of waste to landfill). BWC will need to regularly review its reserves policy as it will need to build financial resilience and invest in new vehicles, plant and machinery that supports delivery of its strategic objectives.
- 3.8 Overall, the view of the Holding Company is that the plan is deliverable, but very tight, and there are significant risks which may impact on financial performance.

#### **4. Goram Homes**

- 4.1 As explained in previous annual submissions, the Goram BP is by its very nature, a framework plan that only captures a high-level view of the anticipated programme. Although detailed in the short-term, it can only be indicative in regards the wider overall business and the test for individual sites will be covered by separate Business Case approvals process. The plan outlines a pipeline for delivery of some 3,000 homes over the next 10 years. This is significantly higher than last year's plan following the inclusion of Hengrove Park, which in itself aims to deliver over 1,400 homes from 2024. Operating through joint ventures with private developers, the business model is able to generate significantly higher proportion of affordable housing – indeed some 48% of the overall pipeline aims to be affordable housing, whilst generating longer term returns to the Council (based on an assumption of approximately 15% gross profit margin for developments on Gross Development Value for each scheme). That investment is in the form of market rate loans, both for the transfer of land to the company and working capital. The interest payments, back to the Council, are reflected in the business plan financial assumptions.
- 4.2 The Council's strategic objectives for the company, as set out in the plan, focus on the delivery, at pace of affordable and sustainable housing, which help create

inclusive communities, and these are reflected in the key performance indicators. It should be noted that Goram is structured as a company not governed by public law, which facilitates flexibility and pace in procurement of joint venture partners and development but does mean they must primarily operate as a commercial developer. That said, the business plan clearly lays out its commitment to building high quality homes, achieving environmental sustainability, and delivering additional social value.

- 4.3 A key financial assumption of the plan is that land values will make up the majority, if not all, of the investment required by Goram Homes as joint venture collateral. Of course, each site is different and values, other than Romney are only indicative. Any further project investment, along with core operating costs on the company, are currently assumed to be contained within £3.3m for pipeline 1 (Romney and Baltic Wharf) and £10m for pipeline two (all other sites), as approved by Cabinet in March 2021. This includes the development of Hengrove. However, the business plan does assume flexibility in the use of the £10m, and it is anticipated that a higher proportion will be required for core Goram costs than the current working capital facility agreement. The plan assumes repayment of £8.1m by the end of this medium-term financial planning period.
- 4.4 In addition to core team and contribution to development costs, the plan assumes some £67m of loans from BCC for acquisition of land over the period of the plan (based on current estimated site land values). Some £32m is assumed to be repaid during this period, as sales on Romney and other early development sites crystallise.
- 4.5 It should be noted that whilst cost and sales assumptions for both Romney and (to a lesser extent Baltic Wharf) are based on detailed financial modelling, all financial assumptions for the remaining programme can only be indicative at this stage. Additionally, the plan excludes inflation as Goram suggests that inflation cannot be forecast, and this also adds risk to the forecasts which will also be dependent on market conditions when houses are completed. As schemes progress then the business plan assumptions will inevitably change. The assumption that Baltic Wharf will commence in 2022 adds some additional prudence to the early years of the plan (as this type of development requires significant investment before any profits are generated). Based on current assumptions of when works can commence on each site, and when revenues can be generated from sales, then overall profits (as opposed to individual LLP) are unlikely to be realised until at least 2025. As the numbers are indicative the plan includes some stress testing.
- 4.6 Annual operating costs of Goram will fluctuate as work focusses on site preparation and LLP partnership development. The costs are reasonable given the scale of work required over this period.



## **Appendix B4 – Council Client functions commentary on Business Plans**

**Elaine Olphert, Head of Housing Delivery**

### **Goram Homes client function**

#### Comments on Business Plan

#### **Update on Goram Homes Limited (Goram Homes)**

Goram Homes business plan offers a concise and accurate summary of their current and future position. The City Council as client has had the opportunity to review the plan, its assumptions, and financial projections. I am satisfied that the plan's main objectives and targets are achievable, and that appropriate risk and sensitivity analyses are included to mitigate foreseeable issues. BCC will continue working with Goram Homes to ensure a strong pipeline of sites that supports the business plan now and into the future. There will be continued dialogue between BCC and Goram Homes to ensure delivery is realised.

Date: 1 February 2022

**Ken Lawson, Waste Strategic Client Manager**

### **Bristol Waste client function**

#### Comments on Business Plan

#### **Update on Bristol Waste Company Limited (Bristol Waste)**

1. The Strategic Client, Waste Client Team and Bristol Waste have adopted a new collaborative approach between September to December to develop the commitments of the Business Plan for 2022/23. This package is designed to balance the strategic needs of the Waste Client Team and administration, with the operational delivery and affordability constraints of Bristol Waste.

2. The Client Team and Bristol Waste have agreed high-level objectives for Bristol Waste. This will enable Bristol Waste to focus the delivery of their services and engagement with residents by providing a strategic reference point as part of their business planning. The agreed objectives are that Bristol Waste will:

- Promote citizen ownership of waste and recycling in the city
- Deliver measurably cleaner streets
- Provide leadership in the delivery of waste and recycling services in the city
- Deliver innovation and bespoke waste management solutions for the city

3. Through the recent business planning round Bristol Waste have committed to deliver the following service changes/improvements in 2022/23:

- a. Opening and operational delivery of Hartcliffe Reuse & Recycling Centre;

- b. Improved cleansing by introducing the Village Approach;
- c. Rolling out recycling in flats across the city, offering blocks of flats a comparable recycling service to those in houses;
- d. Pilot service for Non-Standard Collections, to reduce the presence of bins and containers on the street;
- e. On street litter bin and recycling trial, to identify most effective approach for preventing litter and capturing recycling 'on the go';
- f. Improving the service delivery to tackle Graffiti; and
- g. Improved engagement with students designed to promote more pro-social waste/ street scene behaviours.

4. These strategic service improvements will need detailed proposal to ensure their success. The expectation of the Waste Client Team is that they will be shared when they are ready and in some cases the Client Team should be an active member the development of the solutions.

5. Further changes to the service offering and relevant fees and charges will be considered through the course of the year, as alluded to in the Council's draft budget papers that have been published.

6. The Client Team and Bristol Waste are working together to develop the performance framework against which delivery of the above will be used to evaluate the performance. This will provide improved data and performance monitoring.

7. Bristol Waste is also an active member of the Task and Finish Steering Group leading the delivery of the actions and work packages flowing from the Waste Summit. This will equate to a significant amount of work.

8. When considering all of this and the administration's commitment for Bristol to be measurably cleaner the Business Plan is ambitious and aligned with the Council's needs.

Date: 1 February 2022

# Equality Impact Assessment [version 2.9]



Title: Bristol Waste Company Ltd - Business Plan 22-23	
<input type="checkbox"/> Policy <input checked="" type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input checked="" type="checkbox"/> Other [Business Plan]	<input type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Bristol Waste Company Ltd. is contracted to provide services by G&R Directorate	Lead Officer name: EQIA Completed BWC Officer: Adam Henshaw and BCC Officer Helen Davis
Service Area: Waste Services	Lead Officer role: BWC Finance Director, BCC Shareholder Liaison Manager

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

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

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

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

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

BCC Wholly owned companies are required to annually refresh their business plans and submit to the Council for approval. The purpose of this proposal is to approve the Bristol Waste Company Business Plan for 22-23.

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

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

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

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

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

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

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

Whilst it is the ambition of the BWC business plan to have a positive impact on the quality of lives and standard of living for all residents there are no specific equalities impacts which have been identified as part of this business plan and there is no proposed change in basic service provision.

Some groups of residents have been identified for specific engagement, including the student community, and young people at youth groups and school but in general engagement campaigns are aimed at engaging all residents via a variety of generic mediums (web, print, media, events, kerbside and online webinars).

BWC's plan includes an aim to empower Bristol's communities to make their streets cleaner and promote waste reduction which includes building links and relationships with community networks, developing community training programmes and litter picks as well as establishing a 'village' approach to street cleansing. As this engagement with the community continues BWC will continue to work with BCC's neighbourhood engagement teams and Voluntary and Community Sector partners in order to increase the diversity of the community partnerships it works with, and co-produces services with.

BWC have stated a commitment to building an inclusive and modern business culture that is representative of the communities they serve and will be producing an Equality, Diversity and Inclusion strategy that supports this goal. BWC are embarking on internal programmes related to the continuous improvement of workforce including focusing on productivity, and absence management, improving staff engagement, health and safety and improving internal communications including making improvements to HR management.

Some of the changes outlined above, may require individual equality impact assessments at the point at which the plans are further developed.

## Step 5: Review

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

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off:</b> Tim O'Gara
Date: 31/1/2022	Date: 03/02/2022

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

# Equality Impact Assessment [version 2.9]



Title: Goram Homes Business Plan	
<input type="checkbox"/> Policy <input checked="" type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: N/A	Lead Officer name: Helen Davis in conjunction with MD Goram Homes
Service Area: N/A	Lead Officer role: Shareholder Liaison Manager

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

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

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

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

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

BCC Wholly owned companies are required to annually refresh their business plans and submit to the Council for approval. This proposal relates to the Goram Homes business plan for 2022-2023.

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

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

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

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

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

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

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

We have not identified any significant equality impact for service users or the wider community on the basis of their protected or other relevant characteristics from the proposal. The plan outlines the Goram Homes mission to

work in partnership with Bristol City Council and external development partners to building sustainable, affordable homes that create communities, respect the environment, and contribute to the local economy.

As part of designing housing developments, having open and honest communication with the communities affected will be required. Goram intend, at the point of consultation to utilise the views of residents to deliver high-quality, mixed tenure new homes for Bristol. Their stated intention is to reach underrepresented groups and the often-silent majority to ensure that as many people as possible have a chance to contribute. To do this, they have committed to work with specialists and our partners to identify the biggest barriers to engagement, find the most effective solutions and, where appropriate, employ new methods and technologies, to ensure our consultations are as representative of the community as possible.

Since the projects contained within the business plan are not at this stage as yet, Goram may wish to carry out individual assessments of equality impacts at the point at which the plans are further developed.

## Step 5: Review

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

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off:</b> Tim O’Gara
Date: 31/1/2022	Date: 03/02/2022

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



# Equality Impact Assessment [version 2.9]



Title: Bristol Holding Company Business Plan 2022/23	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input checked="" type="checkbox"/> Other [Business Plan]	<input type="checkbox"/> New <input type="checkbox"/> Already exists / review <input checked="" type="checkbox"/> Changing
Directorate: Bristol Holding Ltd	Lead Officer name: Chris Holme
Service Area: N/A	Lead Officer role: Group Finance Director and Executive Lead (BHL)

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

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

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

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

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

BCC Wholly owned companies are required to annually refresh their business plans and submit to the Council for approval. Bristol Holding (BHL) is the immediate shareholder of Council owned companies, but also provides assurance and corporate governance functions for the Council as ultimate shareholder. During 2021/22 an independent review of governance arrangements was undertaken and concluded that, subject to the sale of Bristol Heat Networks to the City Leap strategic partner, the BHL team should be disbanded, and functions transferred either back to the Council or remaining subsidiaries.

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

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

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

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

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

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

<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	[please select]
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BHL provides does not provide a front-line service, and the business plan assumptions will not disproportionately impact upon any specific group in relation to their protected characteristics.

## Step 5: Review

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

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off:</b> Tim O’Gara
Date: 31/1/2022	Date: 03/02/2022

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

## Eco Impact Checklist

<b>Title of report:</b> Bristol Waste Company Business Plan				
<b>Report author:</b> Adam Henshaw (BWC Finance Director)				
<b>Anticipated date of key decision:</b> 1 March 2022				
<b>Summary of proposals: Bristol Waste</b> The significant eco impacts of this proposal are: <ul style="list-style-type: none"> <li>• Opening of a third household reuse recycling centre (<b>HRRC</b>) at Hartcliffe</li> <li>• Installation of new equipment (for example a new baler at Avonmouth HRRC)</li> <li>• The use of collection vehicles</li> </ul>				
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	Running collection vehicles, equipment and sites will generate climate changing gases.  Construction of the third HRRC and development at Avonmouth HRRC will generate emissions.	Where possible, vehicles are replaced with electric vehicles (supervisor vans and electric forklift trucks). Mini recycling centre fleet have been replaced with cleaner and more efficient Euro 6 Diesel engines  Photovoltaic solar panels will be included in the Avonmouth Transfer Station Phase 2 and new Hartcliffe HRRC sites. Other mitigation measures would be agreed as part of the planning process.  Other specific mitigation for the construction agreed with the Sustainable City Team at the planning stage.
Bristol's resilience to the effects of climate change?	Yes	-ive or +ive	Construction of the third HRRC and development at Avonmouth HRRC may affect resilience.	Specific mitigation for the construction agreed with the Sustainable City Team at the planning stage.
Consumption of non-renewable resources?	Yes	-ive	Construction of the third HRRC and development at Avonmouth HRRC may use non-	Mitigation for the construction agreed with the Sustainable City Team at the planning stage.

			renewable resources.	
Production, recycling or disposal of waste	Yes	-ive or +ive	<p>Decisions about how waste will be collected, sorted and treated will have an impact.</p> <p>Construction of the third HRRC and development at Avonmouth HRRC will generate waste.</p>	<p>Achieving a number of KPIs relating to increased recycling and reuse rates (% of municipal waste diverted from landfill and % of household waste that is reused, recycled or composted).</p> <p>Promoting a culture of reuse through the Reuse Shop.</p> <p>Increasing recycling capacity through development of Avonmouth HRRC and new Hartcliffe HRRC.</p> <p>Specific mitigation for the construction would be agreed with the Sustainable City Team at the planning stage.</p>
The appearance of the city?	Yes	+ive	Removing waste makes the city look better.	No mitigation needed.
Pollution to land, water, or air?	Yes	-ive	Running collection vehicles, equipment and sites will generate some air pollution.	<p>Moving to electric powered vehicles where possible (supervisor vans and electric fork lift trucks).</p> <p>Replacing mini recycling centre fleet with cleaner, more efficient Euro 6 Diesel engines.</p> <p>Removing dependency on diesel as course source of fuel by replacing collection fleet with vehicles of low and zero emissions and using gas to liquid fuel which reduces nitrous oxide emissions from vehicles</p>

			Construction and running of the third HRRC and development at Avonmouth HRRC will generate noise, dust and other pollution.	Specific mitigation for the construction would be agreed with the Sustainable City Team at the planning stage. A green corridor of trees is planned for the third HRRC.
Wildlife and habitats?	Yes	-ive or +ive	Construction of the third HRRC and development at Avonmouth HRRC may impact wildlife and habitats.	Specific mitigation for the construction would be agreed with the Sustainable City Team at the planning stage. A green corridor of trees is planned for the third HRRC.

**Consulted with:**  
Bristol Holding Limited  
Bristol Waste Company Limited  
Shareholder Group  
Overview and Scrutiny Management Board  
Sustainable City and Climate Change Service

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

The net effects of the proposals are likely to be positive, due to the nature of Bristol Waste's business and its emphasis on reducing waste, increasing recycling and reuse of waste products.

**Checklist completed by:**

Name:	Helen Davis
Dept.:	Shareholder Liaison Service
Extension:	07469 029 460
Date:	22/01/2022
Verified by Environmental Performance Team	Daniel Shelton 28.01.2022

## Eco Impact Checklist

<b>Title of report: Appendix F2 Goram Homes Business Plan</b>				
<b>Report author: MD, Goram Homes</b>				
<b>Anticipated date of key decision: 01 March 2022</b>				
<ul style="list-style-type: none"> <li>• <b>Summary of proposals:</b> Housing development</li> <li>• Becoming a B Corp certified business, which includes consideration of environmental impacts.</li> </ul>				
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	The heating of homes and the manufacture of building materials are large generators of Climate changing gases.	<p>New Homes are heated inline with the Councils polices which are set to drive down energy usage and remove the burning of Gas.</p> <p>The choice of materials used in our homes will be considered and there carbon impact reduced inline with our RIBA 2030 targets</p> <p>Sustainability underpins our approach and we will support Bristol's One City strategies on Climate and the Ecological Emergency by striving to increase biodiversity and achieve carbon neutral housing on all our projects. We have adopted the RIBA 2030 Climate Challenge Targets for operational energy use, embodied carbon and water use reduction and all our homes will have an energy efficiency certificate rating of A (most efficient).</p> <p>We will record and measure our Social Value</p>



				<p>using the National Themes Outcomes and Measures (TOMs) Framework. We will focus on four key themes, including: Environment: Decarbonising and safeguarding our world and building a resilient community that unlocks growth in the green economy, regenerates ecosystems and enables people to interact with the natural world.</p> <p>Over the past year, Goram Homes has been working towards gaining Certified B Corporation status in order that our business approach is evidence-based and shows our partners and stakeholders the ways in which Goram Homes is meeting the highest standards of performance.</p>
Bristol's resilience to the effects of climate change?	Yes		Housing development and occupation of the homes may be more or less resilient to the effects of climate change	Specific mitigation for the construction will be agreed with the Sustainable City Team at the planning stage
Consumption of non-renewable resources?	Yes	-ive	Construction consumes a considerable number of non-renewable resources, such as steel.	<p>Modern construction will be deployed where possible to reduce steel and concrete usage.</p> <p>Specific mitigation for the construction will be agreed with the Sustainable City Team at the planning stage</p>
Production, recycling or	Yes	-ive	New homes in their	We will work with

disposal of waste			construction and usage generate considerable waste.	<p>partners to reduce construction waste by deploying MMC where possible.</p> <p>Goram Homes will work with partners to reduce waste in the construction of new homes, and with Bristol Waste ensure all new homes are designed to encourage residents to recycle and reuse wherever possible.</p>
The appearance of the city?	Yes	+ive	New Homes are predominantly constructed on Brown field sites and redevelopment will have a regenerative impact.	Specific mitigation for the construction will be agreed with the Sustainable City Team at the planning stage
Pollution to land, water, or air?	Yes		There will inevitably be some localised pollution and scheme specific impacts on habitats from construction.	Specific mitigation for the construction will be agreed with the Sustainable City Team at the planning stage
Wildlife and habitats?	Yes	+ive	Developments undertaken by Goram Homes will aim to have a positive bio diversity Net gain. They will also be constructed within the building with nature scheme.	<p>Sustainability underpins our approach and we will support Bristol's One City strategies on Climate and the Ecological Emergency</p> <p>Take account of the One City Ecological Emergency Strategy goals and targets. Specific mitigation for the construction will be agreed with the Sustainable City Team at the planning stage</p>
<p><b>Consulted with:</b>  Bristol Holding Limited  Shareholder Group  Overview and Scrutiny Management Board  Sustainable City and Climate Change Service</p>				

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

The significant impacts of this proposal are related to the expected environmental impacts of delivering residential construction projects, however, the net effect of the proposals is dependent on the extent to which it can deliver mitigations, and exceed the environmental performance of developments that would typically be delivered by the private sector.

Since development would be happening in any case, the above mitigations would be likely to deliver a positive net effect.

**Checklist completed by:**

Name:	Helen Davis
Dept.:	Shareholder Liaison Service
Extension:	07469 029 460
Date:	06/01/2022
Verified by Environmental Performance Team	Nicola Hares – Environmental Project Manager

## Eco Impact Checklist

<b>Title of report: Bristol Holding Business Plan</b>				
<b>Report author: Chris Holme, Bristol Holding Ltd. FD</b>				
<b>Anticipated date of key decision 1<sup>st</sup> March 2022</b>				
<b>Summary of proposals: 2022/23 Business Plan for Bristol Holding Company</b>				
Will the proposal impact on...	Yes/No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	No			
Bristol's resilience to the effects of climate change?	No			
Consumption of non-renewable resources?	No			
Production, recycling or disposal of waste	No			
The appearance of the city?	No			
Pollution to land, water, or air?	No			
Wildlife and habitats?	No			
<b>Consulted with:</b>				
<b>Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u></b>				
<p>BCC Wholly owned companies are required to annually refresh their business plans and submit to the Council for approval. Bristol Holding (BHL) is the immediate shareholder of Council owned companies, but also provides assurance and corporate governance functions for the Council as ultimate shareholder. There is no eco-impact as a result of the Holding Company's business plan. For Council owned companies' environmental impacts see specific Eco IA appendix for each company.</p>				
<b>Checklist completed by:</b>				
Name: Chris Holme				
Dept.: Bristol Holding Ltd				
Extension:				
Date: 25/01/22				
Verified by Environmental Performance Team			Nicola Hares – Environmental Performance Team	

# Detailed Financial Commentary on Bristol Holding Group Business Plans

## 1. Financial Overview

### 1.1 Overview to Date

1.1.1 Bristol Holding group currently includes the following subsidiaries:

- Bristol Waste Company Ltd.
- Goram Homes Ltd.
- Bristol Heat Networks Ltd.

1.1.2 Bristol Holding currently holds £1 Ordinary share capital in each of Bristol Waste, Goram Homes and Bristol Heat Networks.

1.1.3 This financial commentary covers the 2022/23 business plans and proposals submitted by Bristol Holding, Bristol Waste Company and Goram Homes. Bristol Heat Networks is expected to be transferred to City Leap mid-2022/23. This transition is subject to some commercial confidentiality and the preparation of its business plan with accompanying due diligence is following a separate timetable.

1.1.4 Please note that Bristol Holding and Bristol Waste are Teckal companies. The Teckal directive requires that:

- The Council must control all of the shares in the company and must also exercise effective day-to-day control over its affairs; in other words, the same as the relationship between the Council and one of its internal directorates.
- At least 80% of its turnover / activity must be for its public sector owners and the companies can undertake up to 20% trading (smoothed over 3 years) with third parties outside of their 'Teckal' contract.
- The Council can directly award contracts to them without a formal public procurement process. However, the Teckal companies themselves are required to comply with public procurement processes when awarding contracts.
- If the companies are also trading with third parties (up to maximum 20% of turnover) the Council must be mindful that it is not subsidising the third party activity and giving a 'competitive advantage', not breaching new UK state aid and/or transfer pricing regulations.

1.1.5 The legal status of Goram Homes, due to its commercial purpose, is a Body Not Governed By Public Law (non-BGPL) and as such the following principles apply:

- Any financial assistance provided by the Council will be on similar terms provided to external bodies and will not give a 'competitive advantage'.
- The Council must follow public procurement processes before awarding

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- any contract to Goram Homes.
  - Goram Homes is not required to follow public procurement processes itself when awarding contracts.
- 1.1.6 Local authority trading companies can be diverse, which means classification is not always a simple process and as such consideration needs to be given each year as to whether the status and exemptions remain unchanged, particularly in the context of funding / loan transactions. The business plans for 2022/23 are considered on the basis that the legal status for each of the companies at present remains unchanged.
- 1.1.7 As at 31 December 2021 the Council held £0.653m share capital investment in Bristol Holding (£0.05m of Ordinary shares and £0.603m of redeemable Preference shares). This will be considered in 2022/23 alongside a review of all shareholder company structures. There are currently no loan agreements between Bristol City Council and Bristol Holding Company.
- 1.1.8 At the Balance Sheet date 31 March 2021 the fair value of the Council's investment in the Bristol Holding Group stood at £4.992m.

## 2. Bristol Holding Ltd. (BHL)

### 2.1 2022/23 Business Plan

- 2.1.1 There are currently no loan agreements between Bristol City Council and Bristol Holding Company.
- 2.1.2 Bristol Holding currently directly employs 2.6 Full Time Equivalent staff, with additional administrative costs relating to Finance, Legal, HR and ICT incurred via service provision arrangements partly with the Council.
- 2.1.3 Bristol Holding maintains a balanced budget through its operating model which allows it to recover costs incurred, either directly where appropriate or via management recharges to the subsidiary companies and the Council in the form of a fee.
- 2.1.4 The budgeted recharging of Bristol Holding's management costs is as shown below, comparing 2021/22 with 2022/23:

**Table 1: Bristol Holding Budget Recharges**

	<u>Revised Budget 21/22</u>	<u>Budget 22/23</u>
<b>BCC</b>	1%	1%
<b>BWC</b>	55%	59%
<b>Goram</b>	19%	24%
<b>BE2020</b>	7%	-
<b>BHN</b>	19%	16%
<b>Total</b>	<b>100%</b>	<b>100%</b>



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2.1.5 Budget 2022/23 assumes that the transfer of Bristol Heat Networks to City Leap will result in Bristol Heat Networks receiving only a part year charge to the end of September 2022. Any delay to City Leap will change this assumption.

2.1.6 See the revenue budget proposal for 2022/23 in the table below:

**Table 2: Bristol Holding 2022/23 Budget Position**

<b>Bristol Holding - Draft Budget 2022/23</b>			
<b>Original Budget 2021/22 £</b>		<b>Revised Budget 2021/22 £</b>	<b>Draft Budget 2022/23 £</b>
<b>Income</b>			
5,000	Charges to BCC	2,000	2,000
558,000	Charges to Subsidiaries	565,500	371,500
<b>563,000</b>	<b>Total</b>	<b>567,500</b>	<b>373,500</b>
<b>Expenditure</b>			
396,000	Employees	361,500	256,000
95,000	<b>Supplies &amp; Services</b>	148,000	78,000
<b>Recharges from BCC/ Subsidiaries</b>			
54,000	Finance, Audit & Insurance	47,000	35,500
10,000	Legal	5,000	2,000
5,000	HR	3,000	-
3,000	ICT	3,000	2,000
<b>563,000</b>	<b>Total Costs</b>	<b>567,500</b>	<b>373,500</b>

2.1.7 The proposed gross Budget expenditure for the 2022/23 financial year is £0.374m. This represents an almost £0.2m reduction against the Revised Budget 2021/22 and is reflective of the step process to transition governance arrangements from BHL to the Council as outlined by the Chair of Bristol Holding in his foreword. However, the Council will need to ensure that robust governance processes, internal controls and risk management remain in place so that sufficient due diligence and assurance can continue to be provided during and following any transition process. No financial provision for additional costs has been made within the Council's own budget or Medium Term Financial Plan.

2.1.8 Table 3 below is an extract from Bristol Holding's risk framework (please see BHL Business Plan 2022/2023 Page 7 Appendix A3 for further details) highlighting the higher risk items identified by Bristol Holding (i.e. those for which the assessed probability/likelihood combined with the impact put it in the amber to red range).

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### Table 3: Bristol Holding Top Risks

Risk Title	Description	Mitigations/ Controls	Current Risk Level		
			L i k e l i h o o d	I m p a c t	R i s k R a t i n g
<b>RIS12: Corporate Governance</b>	<p>Failure to have clear and effective corporate governance arrangements contributes to business failings and further loss of confidence by shareholder and other stakeholders</p> <p>Risk Causes Include;                      Out of date or inappropriate governance arrangements                      Focus on unreasonable cost reduction rather than effective governance                      Lack of clarity with respect to roles and responsibilities                      Vast majority of decision making authority rests with Shareholder                      Inadequate or incomplete corporate policies and procedures                      Breach of appropriate standards and/ or probity                      Poor risk management processes and culture</p>	<p>Retention of assurance and scrutiny role pending finalisation of BCC management action required from Grant Thornton and independent shareholder advisor reviews</p> <p>Prioritised programme for standardised policies and procedures</p> <p>Group-wide risk management framework and assurance policy and regular risk reviews</p> <p>Internal Audit Review of effectiveness of Holdco corporate governance arrangements and action plan in place to address issues raised</p>	4	4	16
<b>RIS15: Cyber Security</b>	<p>Risk that key IT systems are compromised and systems become inoperative and/or sensitive data stolen or lost</p> <p>Risk Causes Include;                      Insecure ICT hardware                      Inadequate virus protection software                      Malicious behaviour by 3rd parties                      Human causes</p>	<p>BHL on BCC server and utilise BCC applications where feasible</p> <p>Sign-on and password protections</p> <p>Secure Configuration</p> <p>Malware protection</p> <p>User education and awareness</p> <p>Home and Mobile working</p> <p>Managing user privileges (BCC)</p> <p>Incident management (BCC)</p> <p>ICT Monitoring (BCC)</p> <p>Network security (BCC)</p> <p>Implementation of Modern.Gov</p>	3	4	12
<b>RIS08: BHL Workforce Retention</b>	<p>Failure to ensure continuity of key staff prior to completion of transition to Post City Leap alternative governance delivery model</p> <p>Risk Causes Include;                      Lack of succession planning                      Inability to retain the right people at the right remuneration                      Inadequate staff development and training                      Failure to agree approach for retention of workforce between Shareholder and companies</p>	<p>Early commencement of transition planning</p> <p>CoSec role to transition seamlessly into BCC</p> <p>Key support staff retention arrangements agreed by BHL Board</p> <p>Indicative temporary succession arrangements for Group FD role</p>	3	4	12
<b>RIS22 - Leadership</b>	<p>Failure of board / Senior Leadership team to give capable leadership, control and strategic direction</p> <p>BHL Board/                      executive fail to gain confidence/trust of stakeholders;                      lack of buy-in to HoldCo by subsidiaries</p>	<p>Approval by Shareholder of revised BHL Board/ Committee arrangements</p> <p>Board Effectiveness Review</p> <p>Consistent and effective oversight in regards subsidiary performance, Supporting and influencing strategic direction in a positive way</p> <p>Keep key stakeholders apprised of key issues and action plans</p> <p>Ensure BHL has the right mix of skills at board level to achieve goals</p> <p>Ensure updated governance protocols support board to fulfil role</p>	3	4	12
<b>RIS07: Delivery of Business Plan</b>	<p>Risk of failure to deliver BHL business plan</p> <p>Risk Causes Include;                      Incorrect service transition assumptions in business plan                      Incorrect financial assumptions in business plan                      City Leap doesn't progress as planned                      Poor performance                      Failure of buy-in from Shareholder/ Subsidiaries to alternative governance and transitional arrangements                      Failure of performance from BCC on areas of their control                      Failure to achieve service KPIs and milestones                      Loss of funding</p>	<p>Annual business plan and budget preparation, scrutiny and approval process with review by Shareholder</p> <p>Monthly monitoring of financial performance and key operational KPIs by BHL Board</p> <p>Robust financial modelling for business planning and business development</p> <p>Efficiencies delivered during 2021/22</p> <p>Identification of realistic targets and benefits in tangible terms</p> <p>Alignment of limited resources to service priorities and risk mitigations</p> <p>Collaboration with BCC and subsidiaries</p>	3	4	12
<b>RIS18 - Inadequate Resources</b>	<p>Insufficient resources are available to deliver against BHL plan.</p> <p>Budgetary constraints                      Staff reductions (CE &amp; CoSec)                      Multiple concurrent issues demanding BHL involvement</p>	<p>Reduce involvement in operational matters across subsidiaries.</p> <p>Prioritise work with small exec Team</p> <p>Key staff retention arrangements</p>	3	4	12

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- 2.1.9 If the risks materialise or are compounded this would adversely impact on the delivery of Bristol Holding's 2022/23 Business Plan, and in turn, its financial and cash position. Bristol Holding's mitigating measures include accessing interim / short-term cash inflow from its shareholder companies and seeking Council assurance that financial shortfalls will where possible be met. It should be noted that any financial assurances provided by the Council will be subject to the Council's own assessment of the position and will not extend beyond those outlined within this report. Ultimately any additional costs to the Council above that outlined in this report would be subject to a supplementary report / decision.

### 3. Bristol Waste Company Ltd. (BWC)

#### 3.1 Overview to Date

- 3.1.1 The Council's original 2021/22 budget for its core waste services (Teckal activity) is 39.1m. This represents 74% of BWC's total income.
- 3.1.2 The BWC contract with the Council for its core (Teckal) service includes a payment mechanism ('paymech') which is calculated annually according to unavoidable cost, market volatilities (e.g. for recyclates) and which also provides a means for efficiencies and cost savings to be returned to the Council under the contract. This payment mechanism represents a risk / reward arrangement between the Council and BWC when dealing with in-year contract variations. Section 8 (page 70) of BWC's Business Plan 2022-23 sets out details of the payment mechanism's calculation.
- 3.1.3 The payment mechanism is based on a cost plus % approach and as such should be consistently applied to remain compliant with tax rules. It can, however, be periodically reviewed and reset.
- 3.1.4 The cost plus approach for the 5 years up to and including 2021/22 allowed for +15%. A full review has taken place in 21/22 taking into consideration the developing Waste Strategy, changes in market conditions and the addition of new business segments. This has resulted in it being agreed that the paymech's cost plus approach be revised down to +14% for the next 3 year period with the aspiration that this will be reduced further thereafter as the company continues to grow in scale.
- 3.1.5 At the balance sheet date of 31 March 2021, the Council had reduced BWC's net asset valuation from the previous year's £5.623m to £4.992m.

#### 3.2 2022/23 Business Plan

- 3.2.1 Financial headlines are included in Section 8 (from page 64) of BWC's Business Plan and details are included in exempt Section 9.
- 3.2.2 BWC has continued to face significant financial challenges in 2021/22 driven by the following:

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- BREXIT and Covid-19
- National shortage of HGV drivers and consequent increases in labour rates
- The ‘Pingdemic’ which led to the large scale notification of people to self-isolate
- Housing and population growth combined with working from home leading to increases in domestic waste volumes
- Waste disposal prices
- Volatility of the Recyclate market
- Commercial market competitor activity
- Preparing for legislative changes and targets set in response to the Climate Emergency

3.2.3 BWC’s Business Plan includes both a PESTEL and SWOT analysis for 2022/23 both of which capture some of the uncertainties and opportunities that may impact the business. It also demonstrates that many of the challenges outlined above are expected to continue and examines opportunities to mitigate these.

**Table 4: Abstract from BWC PESTEL**

Political	Economic	Social
<ul style="list-style-type: none"> <li>• Gov focus on growth in response to Brexit and C19</li> <li>• Environmental and zero carbon priorities growing in importance post COP 26</li> <li>• Local authority funding under significant pressure</li> <li>• Local elections in 2024</li> <li>• Local mayoral referendum in 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Record levels of borrowing</li> <li>• High employment levels with skill shortages in some sectors</li> <li>• Higher wages, rising energy prices and supply chain constraints likely due to fuel inflation and Covid</li> <li>• Increasing pressure on funding local services</li> <li>• Protracted restructuring of UK economy post Covid</li> </ul>	<ul style="list-style-type: none"> <li>• Pandemic accelerated societal changes such as home working</li> <li>• Increase in citizen’s demanding change (equality and environmental)</li> <li>• Inequalities further exposed by pandemic</li> <li>• One City Plan and Approach brings together public, private, voluntary and third sector partners within Bristol to make Bristol a fair, healthy and sustainable city</li> </ul>
Technology	Environment	Legal
<ul style="list-style-type: none"> <li>• Social media influencing political agendas</li> <li>• Rise of Artificial Intelligence presenting opportunity</li> <li>• Data increasing in importance (use, abuse, ownership)</li> <li>• Technology and robotics improving productivity and efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Climate and ecological emergency now discussed in mainstream</li> <li>• Rising levels of concern and engagement across society and governments</li> <li>• Increasing public awareness of recycling, plastic pollution and eco-friendly products</li> <li>• Ambitious local, national and global climate targets have been set (e.g. net zero carbon)</li> <li>• Bristol Clean Air Zone implemented by Summer 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Approval of the Environmental Act in Nov 2021 will lead to new legislative changes in 2022</li> <li>• Awaiting DEFRA responses to consistency of collections, EPR and DRS consultations</li> <li>• Gov consultation re security/ public spaces may lead to legislative changes</li> <li>• Increasing focus on worker rights</li> <li>• UK Legislation to be developed post Brexit</li> <li>• Continued need to manage data protection</li> <li>• Increasing use of environmental legislation to influence behaviour</li> <li>• Plastic tax in 2022</li> </ul>

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Table 5: Abstract from BWC SWOT

### SWOT analysis

- Partnership with BCC stronger - open and transparent relationship after a difficult period
- Committed to investing in and providing agile, efficient operations to improve service delivery
- Investment in state-of-the-art fleet and plant equipped with smart technology
- Quality of our recycle materials and UK based processing network.
- Award winning Innovations, Communications & Reuse teams
- "Bristol" brand. Local base with local knowledge with all surpluses being reinvested for the benefit of the city
- Leading English core city for recycling
- Non teckal business continues to grow despite pandemic
- First transition of BCC FM services implemented successfully and expanding busines portfolio
- Opening new Hartcliffe HRRC in 2022

- Increasing pressure on costs:
  - Scarcity and competition for staff, particularly drivers
  - Supply chain costs
  - Local Authority finances
- Low levels of enforcement across the city
- Single point of failure for Albert Road baler facilities
- Management capacity
- Reduction in trust due to garden waste service suspension



- Longer term economic and societal impacts of Covid and Brexit
- Local Authority impacts from Covid and Brexit
- Recyclate market volatility
- Increasing competition in the marketplace
- Market value and market availability
- Further and additional Local and National legislation and regulation such as consistency of collections, DRS and EPR for waste
- Security providers operating in public spaces
- M & E recommendations following Grenfell Report II
- Unable to fully influence recycling headline rate.
- BCC / BWC alignment re service changes – balance to be found between financial, societal, environmental and political city needs residents

- Build on the BCC relationship with the new Strategic Client approach
- Avonmouth – space to improve waste mining processing facilities and add new waste resource income streams
- Lead behaviour change with residents on recycling and waste behaviour
- Play a leadership role in waste, cleanliness and recycling for visibly cleaner streets and to meet city environmental targets
- Commercial (Non-Teckal) growth for integrated waste services
- Investment in new systems, technology and processes to improve Integration and efficiency
- Growing reuse material streams and market demand
- Successful implementation of "The Village" approach in 2022 leading to:
  - improvements in cleanliness and waste service
  - improved community attitude to waste, cleanliness & recycling
- Implementation of range of enhanced services for BCC.
- DRS and EPR to support service improvements for residents
- Maximise on data-led systems developed in 20/21 to drive service improvements/ innovations
- Potential new markets such as M&E



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3.2.4 Tables 6 and 7 below set out the full composition of BWC's budget income for 2022/23 and against latest Forecast 2021/22 and last year's MTFP for 2022/23 for comparison purposes.

**Table 6: BWC Revenue by Business Division 2022/23**

	Municipal	Commercial	FM	Company
Revenue	£k	£k	£k	£k
Contract Revenue - Fixed	40,181	-	-	40,181
FM Contract Revenue	-	-	5,516	5,516
Recyclables Revenue	3,344	-	-	3,344
Other Income	538	5,078	60	5,676
<b>Total Revenue</b>	<b>44,064</b>	<b>5,078</b>	<b>5,576</b>	<b>54,718</b>

**Table 7:**

**BWC Budget 2022/23 with Forecast 2021/22 and last year's MTFP for 2022/23 as Comparators**

Company	22-23 Business Plan		21-22 Forecast			22-23 (21-22 Business Plan)		
	£k	% of income	£k	£k	%	£k	£k	%
<b>Revenue</b>								
Contract Revenue - Fixed	40,181	73%	39,144	1,037	3%	40,181	0	0%
Contract Revenue - Variable	-	-	43	(43)	(100)%	-	-	-
FM Contract Revenue	5,516	10%	5,130	386	8%	5,516	(0)	(0)%
Recyclables Revenue	3,344	6%	3,826	(481)	(13)%	1,899	1,445	76%
BCC Recovery	-	-	35	(35)	(100)%	-	-	-
Other Income	5,676	10%	5,534	142	3%	5,953	(277)	(5)%
Interest Income	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>54,718</b>	<b>100%</b>	<b>53,711</b>	<b>1,006</b>	<b>2%</b>	<b>53,549</b>	<b>1,169</b>	<b>2%</b>
<b>Cost of Sales</b>								
Labour	28,211	52%	26,970	(1,241)	5%	28,030	181	(1)%
Waste Disposal	15,649	29%	15,816	167	(1)%	15,056	593	(4)%
Premises	1,353	2%	1,341	(12)	1%	1,277	76	(6)%
Vehicle & Fleet	4,620	8%	4,171	(450)	11%	4,468	153	(3)%
Fuel	1,630	3%	1,595	(35)	2%	1,297	333	(26)%
Equipment & Materials	1,033	2%	1,200	167	(14)%	1,310	(277)	21%
<b>Total cost of sales</b>	<b>52,496</b>	<b>96%</b>	<b>51,093</b>	<b>1,403</b>	<b>3%</b>	<b>51,437</b>	<b>1,059</b>	<b>2%</b>
Overheads & Central	840		1,277	437	(34)%	1,875	(1,035)	(55)%
Finance and depreciation	676		627	(50)			676	-
Overheads & Central	1,516	3%	1,903	387	(20)%	1,875	(359)	(19)%
<b>Surplus / Deficit</b>	<b>705</b>	<b>1.3%</b>	<b>715</b>	<b>10</b>		<b>237</b>	<b>468</b>	
Paymech - subject to review	-					555		
<b>Surplus after paymech</b>	<b>705</b>					<b>792</b>		



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- 3.2.5 Table 7 summarises Bristol Waste's Budget for 2022/23 compared against the Forecast Outturn for 2021/22 and last year's MTFP for 2022/23. BWC's forecast result for 2021/22 is £0.715m. This includes the £0.3m adverse impact of COVID without which BWC's result for the current year would be £1m.
- 3.2.6 The end of year position is however still subject to risk and this may result in the terms of the paymech triggering an additional payment.
- 3.2.7 BWC's planned Budget for 2022/23 shows a surplus of £0.705m. Contained within this budget position is BWC's absorption of £0.751m additional operating costs linked to the new Hartcliffe Waste Recycling Centre so that BWC's comparable result for the budget year would otherwise have been £1.5m.
- 3.2.8 Direct Labour Costs of £28.211m are budgeted for 2022/23. These represent 52% of Total Revenue and as such are the biggest cost driver of the business. Any movement in labour rates against those budgeted will have a significant impact on BWC's profitability.
- 3.2.9 **Municipal**  
BWC's Municipal Revenue Budget for 2022/23 is £44.1m and its profit is £0.1m. This sector comprises waste and street cleansing operations plus income from recyclates.  
Its core waste services (Teckal activity) income is £40.2m. This reflects a £1.1m increase from 2021/22 aligning with the previously agreed 2.65% assumed budget increase for inflation. This represents a real terms efficiency reduction of £0.5m which has contributed to the Council's delivery of the budget challenge.
- 3.2.10 **Commercial**  
BWC's Commercial (non-Teckal) Revenue Budget for 2022/23 is £5.1m and its profit is £0.3m. Its commercial activity comprises bulk waste (50%), commercial bin collections (40%) and BCC trade waste collections (10%). BWC plans to grow its portfolio of customers and increase this sector's profit over the next five years.
- 3.2.11 **FM**  
BWC's FM (non-Teckal) Revenue Budget for 2022/23 is £5.5m and its profit is £0.3m. BCC awarded BWC its cleaning and security related services effective 1 June 2021 following Cabinet approval. BWC is expected both to improve the provision of these services and make cumulative savings against BCC's baseline budget of £2.88m over the first 5 years of this contract.
- 3.2.12 BWC's plan also includes Capital investment for a £0.6m waste shredder at its Avonmouth site and further replacements to its fleet vehicles. BWC is not seeking any loan funding for these from the Council but plans to fund from Reserves (see BWC Business Plan Section 8, page 76 for details).
- 3.2.13 BWC's accounts at 31 March 2021 reported Reserves of £4.6m.

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3.2.14 BWC's exempt appendix (Section 9) includes sensitivity analysis against top income and cost drivers. The Council recommends that BWC is prudent in its approach to these risks since should any of these materialise, mitigating action would need to be considered and, depending on the timing, it may be necessary for BWC to manage these within their Reserves and / or the paymech.

3.2.15 The Council has previously approved repayable loan facilities of £12.7m to BWC for fleet vehicle replacement (Cabinet 4 December 2018) and £2.8m for Phase 2 of the Avonmouth site redevelopment (Cabinet 26 January 2021). Both of these loan agreements include interest charges on the principal sums.

### 4. Goram Homes Ltd.

#### 4.1 Overview to Date

4.1.1 The Council approved the establishment of Goram Homes (a housing company) at Cabinet on 4 September 2018. At the same time, it agreed an initial Pipeline 1 development relating to Romney House and Baltic Wharf. This comprised their land transfer with deferred receipt plus interest and a £10m loan to Goram Homes both for working capital and development investment (terms to be agreed). The 2 developments are expected to deliver 432 units of housing, 173 (40%) of which will be 'affordable'.

4.1.2 Against this approved £10m, an initial loan facility of £3.3m for Pipeline 1 working capital was established with a contractual repayment date (of principal plus interest) of March 2026.

4.1.3 As part of Budget 2021/22, £4m of the loan facility was released back to the Council and the final £2.7m of this approved £10m was set aside as potential development funding also linked to Pipeline 1. As part of Budget 2022/23, £1.7m of this is now proposed to be released back to Reserves so that only £1m then continues to be set aside for Pipeline 1.

4.1.4 This brings the total loan availability for Pipeline 1 to £4.3m.

4.1.5 A further loan facility of £10m for a suite of 7 development sites was approved at Cabinet 26 January 2021. This is referred to as Pipeline 2.

4.1.6 From this 2nd Pipeline's overarching approved £10m, a loan facility of £4m for working capital has been established during 2021/22 with a contractual repayment date (of principal plus interest) of March 2027. Drawdowns from this £4m facility are expected to commence in Q4 2021/22 since the development of properties within this Pipeline 2 is still in its infancy. The £6m balance continues to be set aside for Pipeline 2 at this time.

#### 2022/23 Business Plan

4.1.7 Goram's Business Plan 2022/23 has expanded the number of sites to be covered by the Pipeline 2 £10m loan facility so that it now relates to the 12 sites as detailed in report to Cabinet (9 March 2021) plus Hengrove Park and the Blake Centre.

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4.1.8 This £10m is the total envelope for 22/23 and it is intended that this is used flexibly to cover all working capital required to take these sites forward. At this early stage in the process no additional funds have been requested. Should any additional funds be required this will be considered in future budget rounds.

4.1.9 Profit and Loss, Operating Costs, Cash Flow and Balance Sheet for Goram are included in its Business Plan at Sections 8.9 – 8.12. Table 8 below sets out Goram’s latest projected cumulative retained profit/(loss) after taxation.

**Table 8:**

**Goram Cumulative Retained Profit/(Loss) After Tax**

Financial extracts (£'000) Year to 31st March	2021	2022	2023	2024	2025	2026	2027
Cumulative Retained Profit/(Loss) after Tax	(1,590)	(2,848)	(3,944)	(4,914)	(2,380)	5,068	16,213

4.1.10 Goram’s prior year business plan indicated a cumulative net profit by the close of financial year 2024/25. This latest business plan indicates a cumulative net profit by the close of financial year 2026/27. This delay in profitability reflects the fact that assumptions around timings of the early stages of each programme are indicative until planning approval has been confirmed. Following planning and mobilisation, timings on profitability then become more certain. No provision has been made in BCC’s accounts for these future profits since a decision will need to be made by the Council as to whether these amounts are returned in the form of dividends or redistributed for reinvestment.

4.1.11 The business plan on which this financial commentary is based reflects the recent news that for ecological reasons the Novers Hill development will have to move forward on a much reduced area of brownfield land which in turn will reduce the number of homes planned to circa 70. Goram’s initial assessment of the impact of this is that across the timeframe of this business plan profitability will be reduced by circa £1m whilst over the full life of the Novers Hill development programme profitability will be reduced by circa £2.5m.

4.1.12 It should be noted that emerging risks include: site suitability, delays to planning consents, market failure, housing price volatility, interest rate uncertainty, changes within the construction industry, a slowdown in production rates and, more generally, material uncertainties regarding the value of land and buildings since the onset of COVID-19.

4.1.13 Goram’s Business Plan includes stress test modelling at Section 8.13 with the accompanying impact of mitigating actions.

4.1.14 Goram Homes’ risk framework is included in Section 9 Appendix B. The highest potential score is 28 (4 for probability x 7 for impact) within the current risk framework. The extract below from its Business Plan shows the following higher

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category risks for consideration:

**Table 9: Goram Risk Assessment**

Risk Name	Risk ID	Risk Description	Current Score	Trend	Target	Narrative
Business Growth	2	Failure to deliver growth / profit targets in line with Business Plan assumptions	12	unchanged	12	The pipeline management approach to accelerate all projects mitigates delays, which stress the financial plan.
Legal failure	12	Failure to comply with miscellaneous legislation	8	unchanged	6	Goram Homes are advised by external legal advisors and all key legal areas are reviewed by the board.
Taxation liabilities	13	Taxation liability is greater than planned	8	deteriorating risk	8	Prudent Tax liability is assumed in the business plan, expert external advice is provided on any detailed tax matters.
Leadership	4	Failure of board to give capable leadership, control, and strategic direction and/or inappropriate governance arrangements and structures	9	unchanged	8	The team is now established to deliver the current pipeline. The addition of Hengrove Park is covered by growth included in the costs shown in the financial plan.
Business continuity	15	Business continuity / Disaster recovery failure	9	unchanged	8	The Covid-19 pandemic has allowed us to test the business continuity plan with full operation.
Demand failure	38	Loss of demand for property sales	8	unchanged	9	The market assessment section of the business plan covers our forecast for changes in the housing market.
Governance failures	19	Failure of the Board and the management team to set an appropriate strategic direction and exercise appropriate oversight	8	unchanged	12	The board are well placed to oversee the company with the right skills and competency as recently assessed by the governance review conducted by Bristol Holding.
Senior Leadership Failure	5	Failure of the Senior Leadership Team to demonstrate effective leadership and management	8	unchanged	8	The Managing Director and Finance Director are subject to robust supervision and performance by the board and line managers.

4.1.15 Since Goram is a non-BGPL subsidiary, in the event that these risks materialise, Goram would implement management controls without requesting to utilise the Council's resources. Consequently, the Council has not made specific provisions in its accounts to mitigate any of Goram's (a non-BGPL Company) financial risks.

*Jemma Prince - Finance Business Partner, 10 February 2022*

*Bristol Holding Ltd. Business Plan – 25 January 2022*

*Bristol Waste Company Ltd. Business Plan – 25 January 2022*

*Goram Homes Ltd. Business Plan – 1 February 2022*

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

Document is Restricted

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

Document is Restricted



# Decision Pathway – Report

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**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 03 March 2022

<b>TITLE</b>	<b>Finance Exception Report</b>		
<b>Ward(s)</b>	All		
<b>Author:</b> Denise Hunt	<b>Job title:</b> Finance Business Partner		
<b>Cabinet lead:</b> Cllr Craig Cheney	<b>Executive Director lead:</b> Denise Murray		
<b>Proposal origin:</b> Other			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet			
<p><b>Purpose of Report:</b> This report is to make Cabinet aware of any material finance changes that have happened since the detailed Period 9 Finance report was presented and as a mechanism for any finance approvals that are required. This month the report includes an update on the Section 256 funding from NHS Bristol, North Somerset and South Gloucestershire Clinical Commissioning Group (BNSSG CCG) and the receipt of additional funding for incorporation into the Council’s 2021/22 budget.</p>			
<p><b>Evidence Base:</b> Since the period 9 Finance report to Cabinet there are no known material changes in the 2021/22 financial position to bring to the attention of Cabinet. There is however receipt of additional NHS funding from BNSSG CCG which requires acceptance and approval for incorporation into the Council’s budget and there is also a requirement to make Cabinet aware of additional bids for funding that have been submitted to BNSSG CCG totalling circa £6m. Full detail is provided within Appendix A.</p>			
<p><b>Cabinet Member / Officer Recommendations:</b> That Cabinet</p> <ol style="list-style-type: none"> <li>1. Note the changes to the 2020/2021 S256 agreement between the Council and BNSSG CCG regarding the BNSSG Healthier Together Single System Plan including the incorporation of additional funding of £2.24m relating to additional hospital discharge funding.</li> <li>2. Authorise the Director of People to spend the additional funding as outlined in Appendix A including to implement the hospital discharge proposals.</li> <li>3. Note the additional funding bids that have been submitted to BNSSG CCG of c£6m as set out in Appendix A.</li> <li>4. Authorise the Executive Director People, if the bids are successful, to accept and spend the funding allocations as outlined in Appendix A.</li> <li>5. Authorise the Executive Director of People to progress bids with BNSSG CCG as outlined in Appendix A.</li> <li>6. Note that there are ongoing discussions with the CCG on New Models of Care for Learning Disabilities and Autism Bespoke Placements.</li> <li>7. Authorise the Executive Director People in consultation with the Director of Finance to enter into agreements with the CCG on behalf of BCC, including the acceptance of funding from BNSSG CCG.</li> </ol>			
<p><b>Corporate Strategy alignment:</b> 1. 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).</p>			
<p><b>City Benefits:</b></p> <ol style="list-style-type: none"> <li>1. Cross priority report that covers whole of Council’s business</li> </ol>			
<b>Consultation Details:</b>			

1. N/A
<b>Background Documents:</b> N/A

<b>Revenue Cost</b>	£2.245m new S256 c£6m new funding bids	<b>Source of Revenue Funding</b>	NHS BNSSG CCG Funding
<b>Capital Cost</b>	£0	<b>Source of Capital Funding</b>	n/a
One off cost <input type="checkbox"/> Ongoing cost <input type="checkbox"/>		Saving Proposal <input type="checkbox"/> Income generation proposal <input type="checkbox"/>	

<b>Required information to be completed by Financial/Legal/ICT/ HR partners:</b>		
<b>1. Finance Advice:</b> The resource and financial implications are set out in the report		
<b>Interim Head of Financial Management:</b> Tim Gibson, <b>22 February 2022</b>		
<b>2. Legal Advice:</b> The report, including the detail set out in the appendices, will assist Cabinet to monitor the budget position, with a view to meeting the Council's legal obligation to deliver a balanced budget. There are no specific legal implications in respect of the decisions sought.		
<b>Legal Team Leader:</b> Nancy Rollason, Head of Legal Service, <b>23 February 2022</b>		
<b>3. Implications on IT:</b> No impact to IT/Digital Services arises from this report. The information within is as expected from the service areas.		
<b>IT Team Leader:</b>		
<b>4. HR Advice:</b> There are no HR implications arising from this report.		
<b>HR Partner:</b> Mark Williams, Head of Human Resources, <b>23 February 2022</b>		
<b>EDM Sign-off</b>	Michael Pilcher	23 February 2022
<b>Cabinet Member sign-off</b>	Cllr Craig Cheney	23 February 2022
<b>For Key Decisions - Mayor's Office sign-off</b>		

<b>Appendix A – Further essential background / detail on the proposal</b>	<b>YES</b>
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**Bristol City Council - Finance Exception Report – 3 March 2022**

**1. High Level Summary Financial Position**

1.1 This report is to make Cabinet aware of any material finance changes that have happened since the detailed Period 9 Finance report was presented and provides a mechanism for any finance approvals that are required. This report includes an update on the Section 256 funding from NHS Bristol, North Somerset and South Gloucestershire Clinical Commissioning Group (BNSSG CCG) and the receipt of additional funding for incorporation into the Council's 2021/22 budget.

**2 Amendment to Integrated Care Activities Section 256 Agreement**

2.1 In March 2021 the Council entered into an agreement with Bristol, North Somerset and South Gloucestershire (BNSSG) CCG for transfer of £10.199m funding to the Council to support the implementation of the BNSSG Healthier Together Single System Plan. Further details were set out in the report to Cabinet 13<sup>th</sup> April 2021.

2.2 BNSSG and Bristol City Council now wish to amend the terms of the agreement. The amendments are intended to:

- Better reflect the purpose of the grant following extensive partnership working and development of specific programmes and projects under the conditions of the grant
- Reflect the latest auditor's opinion on the accounting treatment of the grant by removal of the financial repayment clause and other associated clauses such that the grant can be judged unconditional under accounting standards, thus allowing the CCG to account for expenditure in the financial year of the agreement, and for the local authority to recognise revenue in the year of the agreement which in turn will allow the local authority to create earmarked reserves for Integrated Care activities in the future where funding is carried forward from one year to the next.
- Increase the value of the grant by £2.244m to reflect increased operational pressures arising related to hospital discharge delays, of which £1.479m is intended to support transition to new Discharge to Assess capacity and £0.765m to support the creation of additional core Adult Social Care capacity to reduce hospital delays. This could be spent on increasing productivity of existing services through better use of technology and improving the recruitment and retention of workforce. Table 1 below sets out the funding allocation for Bristol City Council and that of its neighbouring authorities.

### Table 1 Additional S256 Funding

#### £3.9m Adult Social Care Discharge funding

	Bristol	North Somerset	South Glos	Grand Total
Population over 70	48,341	39,950	39,117	<b>127,408</b>
% of Pop over 70	8.8%	17.7%	14.1%	<b>12.1%</b>
<b>Allocation of £3.9m</b>	<b>1,479,734</b>	<b>1,222,882</b>	<b>1,197,384</b>	<b>3,900,000</b>
	38%	31%	31%	100%

#### £1.5m Additional CCG Discharge to Assess Funding

	Bristol	North Somerset	South Glos	Grand Total
BCF Needs Index as per initial S256	51.0%	24.0%	25.0%	<b>100.0%</b>
	<b>765,000</b>	<b>360,000</b>	<b>375,000</b>	<b>1,500,000</b>
<b>TOTAL uplift</b>	<b>2,244,734</b>	<b>1,582,882</b>	<b>1,572,384</b>	<b>5,400,000</b>

### 3 New Non-Recurrent S256 Funding Bids

3.1 During January 2022 Bristol City Council was invited to bid for additional funding from BNSSG CCG on potential joint opportunities to deliver positive health benefits for the People of Bristol. Bids were made for c£6m and are currently going through a scrutiny and approval process at the CCG, for which a decision is awaited from the Healthier Together Executive. The bids submitted are as follows:

- Health and Wellbeing Innovation and Transformation Fund
- Student and Young People Mental Health and Suicide Prevention
- Bristol Early Language Recovery Programme (BEL)
- Investing in IT Systems to improve patient outcomes, information sharing, and referral pathways for people accessing substance use (including tobacco) treatment services
- Embedding Trauma Informed Practice
- Bristol Voluntary and Community Sector
- Bristol Health and Social Care Career Pathway Programme
- Learning Difficulties and Autism

### 4 New Models of Care (Learning Disabilities / Autism Bespoke Placements)

4.1 Bristol City Council is currently in discussions with BNSSG CCG regarding support for people with a learning disability and/or autism to help them move out of inpatient placements and back into their communities, ensuring that they have access to a range of options and life choices. To enable this a new model of support is being developed to provide people with bespoke, personalised placements (as opposed to placing individuals in pre-existing provision). This approach has been demonstrated to be effective in other parts of the country.

4.2 The availability of funding is currently being discussed with BNSSG CCG (amount still to be confirmed) with a likelihood that it will be used to undertake the following:

- Pump prime and commission specialist accommodation and packages of care to enable BNSSG to support people with a learning disability and/or autism (within the 'Assuring Transformation' cohort) to move out of inpatient placements and back into their communities.
- Commission accommodation and support which enables people with highly complex needs to remain safe in their local communities and closer to their networks of support.
- Enable these individuals to live as independently as possible, with the right support wrapped around them.
- Reduce the reliance on Out of Area (OOA) placements to support individuals in the Assuring Transformation population.
- Support the provision of an appropriate caring environment to include accommodation, adaptation costs and sourcing the appropriate care environment.
- Fund the start-up and transitional costs of moving individuals into the appropriate caring environment and allowing in-reach visits.
- Pump prime the placement to reduce the need for a high staffing ratio in the medium to long term.

# Decision Pathway – Report

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**PURPOSE:** For noting

**MEETING:** Cabinet

**DATE:** 03 March 2022

<b>TITLE</b>	Extension of the Memorandum of Understanding Bristol, North Somerset and South Gloucestershire Healthier together partnership		
<b>Ward(s)</b>	All Wards		
<b>Author:</b> Hugh Evans	<b>Job title:</b> Executive Director - People		
<b>Cabinet lead:</b> Cllr Helen Holland, Cabinet Member for Adult Social Care and Integrated Care System	<b>Executive Director lead:</b> Hugh Evans, Executive Director - People		
<b>Proposal origin:</b> Other			
<b>Decision maker:</b> For noting <b>Decision forum:</b> For noting			
<b>Purpose of Report:</b> To agree the extension of the final signed version of the Memorandum of Understanding that sets out the transitional arrangements, shared principles and values underpinning the developing BNSSG Integrated Care Partnership, until the new Integrated Care Partnership is formally constituted when the Health and Care Act comes in to force.			
<b>Evidence Base:</b>  On 5th October 2021 Cabinet approved the updated and final draft of Bristol City Council Bristol, North Somerset and South Gloucestershire (BNSSG) Healthier Together Memorandum of Understanding (MoU) and authorised the Chief Executive in consultation with the Cabinet Member for Adult Social Care and Integrated Care System to oversee and agree any minor amendments to the document prior to its final ratification by the BNSSG Partnership Board. Cabinet asked that the signed version by brought back to note any further amendments. The final version of the MoU was signed on 27th October 2021 at an extraordinary meeting of the Healthier Together Partnership Board. No significant amendments were made to the version approved by Cabinet. Cabinet noted the final MOU at the meeting on 14 December 2021.  The MOU is an interim agreement setting out how the Healthier Together Partnership will work as a transitional arrangement between now and the transition to the Integrated Care Partnership. Governance arrangements for the new Partnership will be brought to cabinet for approval before implementation takes place.  The MOU is time limited and expires on the 31 March 2022, as it was anticipated that legislation and governance arrangements for the new Care Partnership would be in place by April 2022. However, there have been delays to the implementation of legislation, so arrangements will not be in place within the expected timeframe.  As it is not possible to say when the Act will come into force or when governance arrangements will be agreed, it is recommended that the extension is not time limited but rather linked to the date of implementation.  The MOU has been amended to reflect this and a draft circulated to all Partners for approval under their respective governance arrangements. The draft for approval is attached and shows the amendments proposed			
<b>Cabinet Member / Officer Recommendations:</b> That Cabinet:			



1. Agrees the extension to the Memorandum of Understanding, ratified by the Healthier Together Partnership Board on 27 October 2021, until the new Integrated Care Partnership is formally constituted when the Health and Care Act comes in to force.
2. Approves the draft amended Memorandum of Understanding at Appendix A which gives effect to the extension.

**Corporate Strategy alignment:**

1. The Memorandum of Understanding supports the commitment of Bristol City Council's Corporate Strategy to work in partnership to improve health and reduce the gap in health inequality in the city.

**City Benefits:**

1. The Bristol population makes up just under 50% of the whole population of the Integrated Care System.
2. The City of Bristol has the highest level of health inequality within the Integrated Care System area.
3. The City of Bristol has the more diverse population within the Integrated Care System area.
4. Active participation by Bristol City Council in the Bristol, North Somerset and South Gloucestershire Integrated Care System will ensure that the diverse health needs and inequalities of the Bristol population are fully represented and addressed.

**Consultation Details:**

None

**Background Documents:**

[Health and Care Bill \(2021\)](#)  
[NHS Long Term Plan](#)  
[BNSSG Five Year Plan](#)

<b>Revenue Cost</b>	£N/A	<b>Source of Revenue Funding</b>	N/A
<b>Capital Cost</b>	£N/A	<b>Source of Capital Funding</b>	N/A
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:** There are no direct financial implications arising from this decision. The MOU does not override Bristol City Council existing decision pathways, which will continue to apply in terms of financial governance and decision making.

**Finance Business Partner:** Denise Hunt, Finance Business Partner 26<sup>th</sup> January 2022

**2. Legal Advice:** There are no direct legal implications arising from this report. Work is taking place to develop new governance arrangements for the new Partnership arrangements which will be constituted when the Health and Care Act comes in to force. Amendments to the MOU are minor, and reflect the change of timescale for implementation.

**Legal Team Leader:** Nancy Rollason Head of Legal Service 16th February 2022

**3. Implications on IT:** As an extension to the existing MOU, I can see no implications on IT in regards to this activity. On creation of the new ICP IT are happy to review any requirements that may be requested as a part of what would likely form a wider project.

**IT Team Leader:** Gavin Arbuckle – Head of Service Improvement and Performance, 3rd January 2022

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

**HR Partner:** James Brereton, HR Business Partner, 1<sup>st</sup> February 2022

<b>EDM Sign-off</b>	Hugh Evans	26 <sup>th</sup> January 2022
<b>Cabinet Member sign-off</b>	Cllr Holland	31 <sup>st</sup> January 2022

<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	7 <sup>th</sup> February 2022
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<b>Appendix A – Further essential background / detail on the proposal</b> Amended Healthier Together Integrated Care Systems memorandum of understanding – Final version	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>NO</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>No</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>

**Healthier Together**  
***Memorandum of Understanding***

*February 2022*

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## **1. Introduction and background**

- 1.1. This Memorandum of Understanding (MoU) sets out the details of our commitment to work together in partnership to realise our shared ambitions to improve the health and wellbeing of the people of Bristol, North Somerset and South Gloucestershire (BNSSG).
- 1.2. We serve a population of approximately one million people within distinct communities: a vibrant city with huge economic resources but also pockets of deprivation, seaside towns and villages and rural areas. People's life chances and prospects of enjoying good health vary dramatically depending on where they are born and where they live. Our children are disproportionately affected, with nearly 40% of children in Bristol falling within the most deprived quintile. We need to deliver health and wellbeing services that meet the needs of each of these diverse communities.
- 1.3. We established our Partnership in 2016 to work together across the NHS, local government and social care. In 2019, we agreed a five year plan to deliver significant improvements in the health and wellbeing of our population, to improve the quality of our services and people's experience of care and to make BNSSG the best place to work for our staff.
- 1.4. Going forward, we will develop an Integrated Care Strategy for the population of BNSSG, covering health and social care and addressing the wider determinants of health and wellbeing. This will be built bottom-up, through engagement with all partners, communities, and the public, using the best available evidence and data on local needs and assets. This strategy will focus on improving outcomes, reducing inequalities, and addressing the consequences of the pandemic for our local communities.
- 1.5. As a Partnership, we were formally designated as an Integrated Care System (ICS) from December 2020, demonstrating the progress we have made in developing collaborative ways of working and integrating services to deliver better outcomes for BNSSG residents. We recognise there is more work to be done to change how we operate to make the best use of resources within an integrated system.
- 1.6. In early 2021, the government published a white paper setting out proposed reforms to health and care, and in July the draft Health and Care Bill was introduced in Parliament. This includes a duty to collaborate across the healthcare, public health, and social care system, and a shift away from competition and toward integration, collaboration and partnership. If passed, the legislation will establish ICSs on a statutory footing to be accountable for population health outcomes.

### **1.7. Purpose**

1.7.1. The purpose of this Memorandum is to formalise the Healthier Together Partnership ways of working as an Integrated Care System going forward for the benefit of the population of BNSSG. This MOU supersedes existing documentation on the governance of the Healthier Together Partnership, in particular the Partnership Board and Executive Group terms of reference.

1.7.2. This includes memorialising how we work together today and transitional arrangements in the second half of 2021/22 to evolve our current partnership arrangements within Healthier Together, including building collaboration through the existing Partnership Board, Executive Group, and Steering Groups.

1.7.3. It also includes our shared principles as we evolve our partnership to improve our ways of working as a system, and we expect our collaborative ways of working to continue to evolve as our system matures. It lays a foundation for how we want to work together in partnership, on which future agreements and governance documentation will be developed in line with national policy and local decisions.

1.8. The Memorandum is not a legal document. It is not intended to be legally binding and no legal obligations or legal rights shall arise between the Partners from this Memorandum. It is a formal understanding and commitment to a way of working between all of the Partners who have each entered into this Memorandum intending to honour all their obligations under it. It does not replace or override the legal and regulatory frameworks that apply to our constituent organisations, which will have priority in the event of any conflict between those frameworks and this MOU. Instead it sits alongside and complements these frameworks, creating the foundations for closer and more formal collaboration.

## 2. Parties

**2.1. Members of the Healthier Together Partnership** ('Healthier Together Partners') and parties to this Memorandum are:

*Clinical Commissioning Group:*

NHS Bristol, North Somerset and South Gloucestershire CCG (BNSSG CCG)

*Local Authorities:*

Bristol City Council (BCC)

North Somerset Council (NSC)

South Gloucestershire Council (SGC)

*Healthcare Providers:*

Avon & Wiltshire Mental Health Partnership NHS Trust (AWP)

North Bristol NHS Trust (NBT)

Sirona care and health (Sirona)

South Western Ambulance Service NHS Foundation Trust (SWASFT)

University Hospitals Bristol and Weston NHS Foundation Trust (UHBW)

*GP Federation:*

One Care (BNSSG) C.I.C. (One Care)



2.2. Healthier Together Partners all subscribe to the vision, principles, values and behaviours stated below, and agree to participate in the governance and accountability arrangements set out in this Memorandum.

**2.3. Additional organisations**, who are not parties to this Memorandum, but who work with the Healthier Together Partners, provide support, advice and guidance to support delivery of our Healthier Together vision. Examples of these partners include (but are not limited to):

*Local Partners*

Academic Health Science Network

Brisdoc/Sevenside

Bristol Health Partners Academic Health Science Centre

Health & Care West

Healthwatch BNSSG

Second Step

St. Peter's Hospice

Vita Health Group

West of England Civil Society

Other Voluntary, Community, and Social Enterprise (VCSE) partners

*Health Regulator and Oversight Bodies*

NHS England and Improvement

*Other National Bodies*

Health Education England

LGA

Public Health England

**2.4. Working in effective partnership with people and communities** is a key tenet of the Healthier Together Partnership. There are three main lenses to our system work with people and communities: Citizen Insight, Community Engagement and Co-production.

2.4.1. Citizen Insight is about identifying what people want, value and aspire to, as well as what their wellbeing, health and care needs are, to give the system the best chance of designing services and interventions that work for people and fit in with citizens' lives.

2.4.2. Community engagement recognises communities themselves as the driving forces of change, and includes listening, working with and alongside communities to develop long term relationships, trusted sources of information, and identifying and addressing environmental, attitudinal, and cultural barriers to change

2.4.3. Co-production describes the process of working together with users to create services, interventions and solutions together from the outset – sharing power, and going beyond consultation, engagement or involvement

**2.5. Term:** This Memorandum shall commence on the date of last signature of the Healthier Together Partners and will terminate when new arrangements are in place and the Health and Care Bill receives Royal Assent and becomes law, or earlier if agreed by the parties in writing.

**2.6. Review** of this Memorandum will be undertaken by the Partnership Board. If changes are proposed which are considered substantial by the Healthier Together Partners, then the revised Memorandum will be taken through the appropriate governance arrangements by the Healthier Together Partners, with the outcome reported back to the Partnership Board.

### 3. Our shared vision for the people of BNSSG

**3.1. Our vision:** Healthier Together is the health and care partnership for people in Bristol, North Somerset and South Gloucestershire. We work together to improve the health of our population and make sure services work for everyone.

Our vision is for people in Bristol, North Somerset and South Gloucestershire to have the best start in life, and for the places where we live to be healthy and safe.

Everyone will have the opportunity to live longer in good health. When people need support from our services, they will be high quality and easy to access.

People will be better supported to take control of their own health and wellbeing, and become equal partners in care. Working alongside our communities, we'll build on strengths and tackle inequalities together.

We'll make it simple for health and care staff to work better together for the benefit of the people we care for – nurturing talent, removing barriers and acting on views and concerns.

#### **3.2. The aims/objectives of our system are to:**

3.2.1. Increase the number of years people in BNSSG live in good health

3.2.2. Reduce the inequality in how many years people in BNSSG live in good health, particularly improving healthy life expectancy for those with the poorest outcomes

3.2.3. Become a place where wellbeing, health, and care services fit with people's lives and makes sense to the people engaging with them

3.2.4. Make it easy for people working in wellbeing, health, and care to work with each other

3.2.5. Ensure our workforce is healthy and fulfilled

3.2.6. Reduce our adverse environmental impact in energy, travel, waste, water, food, biodiversity and land use

3.2.7. Make our communities healthy, safe and positive places to live

#### 4. Principles for working together

4.1. Our ways of working together rely on a set of principles that apply across the Partnership.

*Table 1: Healthier Together Principles*

<p><b>Individuals @ the Centre</b></p>	<ol style="list-style-type: none"> <li>1. We work to achieve <b>our vision</b> to meet our citizens' needs by working together within our joint resources, as one health and care system. We will develop a model of care and wellbeing that <b>places the individual at its heart</b>, using the combined strengths of public health, health and social care.</li> <li>2. <b>Citizens</b> are integral to the design, co-production and delivery of services.</li> <li>3. We <b>involve people, communities, clinicians and professionals</b> in all decision-making processes.</li> <li>4. We will take collective, considered risks to cease specific activity and release funds for <b>prevention, earlier intervention and for the reduction in health inequalities</b>.</li> <li>5. We strive for our leadership to be representative of the population, and we focus on the causes of inequality and not just the symptoms, ensuring <b>equalities is embedded</b> in all that we do.</li> </ol>
<p><b>Subsidiarity</b></p>	<ol style="list-style-type: none"> <li>6. <b>Decisions taken closer to the communities</b> they affect are likely to lead to better outcomes. The default expectation is for decisions to be taken as close to communities as possible, except where there are clear and agreed benefits to working at greater scale.</li> </ol>
<p><b>Collaboration</b></p>	<ol style="list-style-type: none"> <li>7. <b>Collaboration between partners in a place</b> across health, care services, public health, and the voluntary sector can overcome competing objectives and separate funding flows to help address health and social inequalities, improve outcomes, transform people's experience, and improve value for the tax payer.</li> <li>8. <b>Collaboration between providers</b> across larger geographic footprints is likely to be more effective than competition in sustaining high quality care, tackling unequal access to services, and enhancing productivity.</li> <li>9. Through <b>collaboration as a system</b> we will be better placed to ensure the system, places, and individual organisations are able to make best use of resources.</li> <li>10. We <b>prioritise</b> investments based on <b>value</b>, ensuring equitable and efficient resource allocation, and we take shared ownership in achieving this.</li> </ol>
<p><b>Mutual Accountability &amp; Equality</b></p>	<ol style="list-style-type: none"> <li>11. We are coming together under a distributed leadership model and we are committed to working together as an <b>equal partnership</b>.</li> <li>12. We have a <b>common understanding</b> of the challenges to be addressed collectively and the impact organisations can have across other parts of the system. We engage in honest, respectful, and open dialogue, seeking to understand all</li> </ol>

	<p>perspectives and recognising individual organisations’ agendas and priorities. We accept that diverse perspectives may create dissonance, and we seek to understand and work through any disharmony, and move to conclusions and action in service of our citizens. We strive to <b>bring the best of each organisation</b> to the Partnership.</p> <p>13. We adhere to a <b>collective model of accountability</b>, where we hold each other mutually accountable for our respective contributions to shared objectives and engage fully in partners’ scrutiny and accountability functions, where required.</p> <p>14. We develop a <b>shared approach to risk management, taking collective responsibility</b> for driving necessary change while mitigating the risks of that change for individual organisations.</p>
<p><b>Transparency</b></p>	<p>15. With an ‘open book’ approach, we <b>pool information</b> openly, transparently, early, and as accurately and completely as possible to ensure one version of the truth to be used by partners across the system.</p> <p>16. We work in an open way and establish <b>clear and transparent accountability for decisions</b>, always acting in service of the best outcomes for the people of BNSSG.</p>

## 5. Our shared values and behaviours

5.1. Members of the Partnership commit to behave consistently in ways that model and promote our shared values:

- We support each other and work collaboratively
- We act with honesty and integrity, and trust each other to do the same
- We challenge constructively when we need to
- We assume good intentions
- We implement our shared priorities and decisions, holding each other mutually accountable for delivery
- We represent our population, our staff and we serve as a conduit between the Partnership and individual organisational Boards / Cabinets

## 6. Governance

### 6.1. Partnership Arrangements in 2021/22

6.1.1. The Healthier Together Partnership will retain and develop its existing governance arrangements through 2021/22, specifically by building on the existing Partnership Board and Executive Group forums. The Partnership Arrangements will remain in place until the Health and Care Bill receives Royal Assent and becomes law. The functions of each are set out below.

#### 6.1.2. Partnership Board

6.1.2.1. The Partnership Board provides the formal leadership for the

Partnership. It is responsible for setting the strategic direction for the Partnership, and agreeing the vision, outcomes, and objectives. It provides leadership and oversight for all Partnership business and a forum to seek collective support for decision making to progress the delivery of the vision for the Partnership. Its responsibilities are further outlined in the Terms of Reference for the Partnership Board included in **Annex 2**.

### **6.1.3. Executive Group**

6.1.3.1. The Executive Group is the executive arm of the Partnership Board. The purpose of the Executive Group is to oversee the business of the BNSSG ICS on behalf of the Partnership Board. It oversees the delivery of the ICS vision and strategy, and oversees and supports the delivery of a programme portfolio that enables the strategy. It provides system-wide guidance and support to the ICS programmes and secures the resources to deliver the ICS goals. Its responsibilities are further outlined in the Terms of Reference for the Executive Group included in **Annex 3**.

## **6.2. Changing structures, post Royal assent**

6.2.1. We expect (subject to legislation) to make changes to our governance structures in line with the statutory provisions of the Act when it comes into force and any statutory guidance. We remain committed to working together to agree the structures that will best serve the people of BNSSG, and to abide by the principles in this MOU.

## **7. Decision making**

7.1. The key principle for making decisions will be based upon what is best for the diverse population of BNSSG.

7.2. Through the Partnership Board, the Healthier Together Partners will use a collective model of decision-making that seeks to find consensus between the Partners and make decisions based on unanimity as the norm. This means that the Healthier Together Partners will seek to ensure that all decisions are agreed unanimously. Where a party may not be able to agree then the process for handling disagreements (**see section 8**) will be used.

7.3. In addition to agreeing the vision, outcomes, and objectives for the Healthier Together Partnership, the Healthier Together Partnership Board will be a forum where Healthier Together Partners come together to seek collective support for decisions affecting the partnership and where collective action is needed. The Partnership Board will support the following decisions:

7.3.1. The objectives, plans, and changes to priority work programmes and workstreams

7.3.2. System-level planning

7.3.3. The apportionment of transformation monies from national bodies

7.3.4. Priorities for investment of system-level capital funds across the Partnership

7.3.5. Challenges highlighted through a system performance framework including defining actions when organisations become distressed

7.4. Decisions will be taken formally by individual organisations in line with their existing governance arrangements prior to ratification at the Partnership Board. There may be an opportunity for constituent organisations to delegate additional decisions into the Partnership in the future, building on the accomplishments and success of joint system working.

7.5. Healthier Together Partners are committed to being open and transparent in making decisions at Board meetings. Partnership Board meetings will be held in public. Members of the public will be able to ask questions and submit statements on decisions on the agenda at each meeting. Minutes of these meetings will be available to the public on the Healthier Together website.

7.6. People affected by a decision will be included in the process to make changes to services (see **Annex 8** for more details on how we will engage the people we serve). Decisions taken by the Healthier Together Partners will be clearly described in the minutes of the meeting, which will be available to the public on the Healthier Together Website.

7.7. The Partnership Board will engage openly and transparently with health scrutiny boards across partnership organisations.

7.8. Where Healthier Together Partners are required to take decisions outside of the ICS Partnership to meet their statutory obligations, they will do so in the spirit of the values and behaviours of this Memorandum and in line with the requirements of their organisation.

## 8. Resolving disagreements

8.1. Healthier Together Partners will attempt to resolve in good faith any dispute between them in line with the Principles, Values and Behaviours set out in this Memorandum (see **sections 4 and 5**).

8.2. The Healthier Together Partners will apply a dispute resolution process to resolve any issues that cannot otherwise be agreed through these arrangements. The key stages of the dispute resolution process are:

- I. The Executive Group will seek to resolve the dispute to the mutual satisfaction of each of the affected parties. If the Executive Group cannot resolve the dispute within 30 days, then the dispute should be referred to the Partnership Board.
- II. The Partnership Board may choose to convene a Resolution Committee, whose purpose will be to consider the dispute and make a recommendation on resolution to the Partnership Board. The Partnership Board will agree the Terms of Reference and membership for the Resolution Committee.



- III. The Partnership Board will come to a majority decision, with input from the Resolution Committee if relevant, and will advise the Partners of its decision in writing. A majority decision will be reached by a majority of eligible Partners participating in the meeting who are not affected by the matter in dispute determined by the scope of applicable issues, applying the Principles, Values and Behaviours of this Memorandum, taking account of the Objectives of the Partnership.
- IV. If the parties do not accept the Partnership Board decision, or the Partnership Board cannot come to a decision which resolves the dispute, it will be referred to an independent mediator selected by the Partnership Board. The mediator will work with the Healthier Together Partners to resolve the dispute in accordance with the terms of this Memorandum.
- V. This section should be considered in line with **section 12** relating to the Handling of Conflicts of Interest.

8.3. Healthier Together Partners will be expected to apply the Principles, Values and Behaviours described in this Memorandum and come to a mutual agreement through the dispute resolution process.

## 9. Risk Management

9.1. Healthier Together Partners are committed to a shared approach to managing risks (strategic, clinical, financial, and operational), taking collective responsibility for driving necessary change while seeking to mitigate the risks of those changes for individual organisations and the people we serve. This includes ensuring a coordinated approach to understanding the risks to delivery of the vision and utilising these risks to support decision making by the Healthier Together Partners.

9.2. Our system approach to risk management recognises that there will still be a need for constituent organisations to manage organisational risk. Where appropriate, we will strive for consistency of risk management frameworks across organisations to allow more seamless risk management coordination across the Partnership. A separate document will describe how risks will be managed across the Healthier Together Partners including identifying system risk and how organisational risks that impact the Healthier Together Partnership will be escalated.

## 10. Place-based partnerships and provider collaboratives

10.1. Under the principles of subsidiarity and collaboration, and in line with the provisions of the new Act and any relevant statutory guidance, our intent is to establish place-based partnerships and provider collaboratives from April 2022 to bring together providers and other local partner organisations to deliver integrated health and wellbeing services for the benefit of the people of BNSSG.

**10.2. Place-based partnerships** are essential to delivering our ambition. They will design and deliver fully integrated preventive, proactive/anticipatory, and personalised health and care services focused on local people's health and wellbeing. This is the focus for NHS collaboration to meet the healthcare needs

of local populations and for operational partnerships across NHS, local government, VCSE, and others to make the community the default setting of care 24/7, 365 days a year. They aim to strengthen connection to people and communities and co-produce services with the local population to ensure we deliver the experiences that matter to people.

10.2.1. Our system footprint encompasses six localities, which will become Integrated Care Partnerships (ICPs): Bristol North & West, Bristol South, Bristol Inner City & East, Woodspring, Weston & Worle, and South Gloucestershire.

10.2.2. Building on existing locality partnerships, ICPs will focus together on designing a fully integrated model of care to improve the experience and achieve measurable value for individuals and the population. They will focus initially on community mental health, and extend to frailty, urgent care, and other key areas for the population of BNSSG as they mature.

10.2.3. Local Health and Wellbeing Boards will play a critical role in overseeing the ICPs within their respective boundaries. They will set local direction and priorities, oversee delivery to ensure equity of care within their boundaries, and support and enable integration of health, public health, social care, and the wider determinants of health around the person.

10.2.4. The ICS will agree with local partners the membership, leadership, and governance of ICPs, and will support local integration. ICPs will be accountable to the ICS, which will assure delivery of outcomes, performance, and value.

**10.3. 'At scale' provider collaboratives** are partnerships of providers working across multiple places at an appropriate scale to support delivery of the Healthier Together Partnership goals for the people we serve. Our ambition is to enable provider collaboration across the sector to improve outcomes and consistency of care, transform patient experience, and delegate and optimise use of resources. This includes:

10.3.1. An acute care collaborative between our BNSSG acute trusts

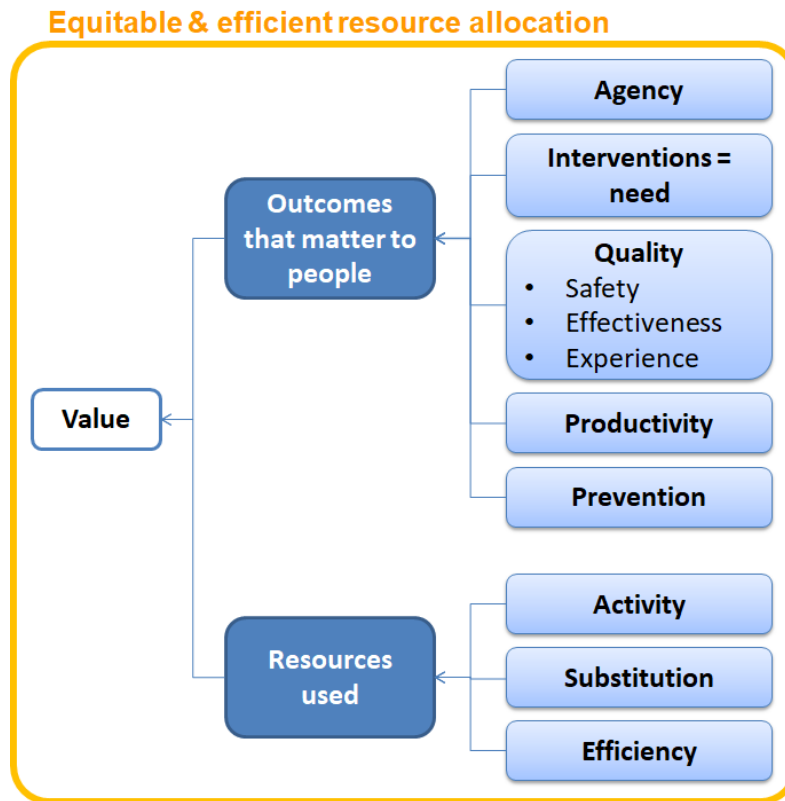
10.3.2. Participation in specialised services provider collaboratives across broader footprints, including mental health

10.3.3. Out of hospital provider collaboration to support ICPs

## 11. Our shared functions and frameworks

11.1. To meet the aims of population health – improving physical and mental health outcomes, promoting wellbeing and reducing health inequalities for the whole population (and not just those who present to services), and working with the community to optimise access to services and early intervention – the Healthier Together Partners will take a value-based health and care approach. This approach focuses on achieving the outcomes that matter to people, services that work for them and are culturally appropriate, and making best use of resources (value).

Figure 1: BNSSG ICS Value Improvement Framework



11.2. We aim to adopt a value framework to improve population health for the people of BNSSG. This includes:

11.2.1. Identifying and improving the outcomes and experience that matter to people (see **Annex 4** for our ICS Outcomes Framework)

11.2.2. Applying an outcomes-driven approach to performance and quality improvement (see **Annex 5** for ICS Outcomes-Driven Performance and Quality Framework)

11.2.3. Commissioning and delivering effective services that avoid overuse of low value interventions (unwanted or not cost-effective) and underuse high value interventions (deemed cost effective but not taken up by those who would benefit) (see **Annex 6** for ICS Strategic Commissioning)

11.2.4. Allocating resources effectively across our system so that we achieve the overall best possible outcomes (see **Annex 7** for the ICS Financial Framework)

11.3. Our intent is to evolve and build on the work we do in partnership across our ICS operating model in order to achieve our system ambition and goals outlined in section 3 above. In addition to the areas above, this also includes:

11.3.1. Working in effective partnership with people and communities (see **Annex 8** for ICS Communications and Engagement Framework).

11.3.2. Organisational development as a system to ensure the right culture and environment for our people to thrive (see **Annex 9** for ICS Organisational Development Plan).

11.3.3. Clinical and care professional leadership embedded across our ICS focussing on improving outcomes for the people of BNSSG and delivering consistent clinical and care standards (see **Annex 10** for ICS Clinical and Care Professional Leadership Principles).

## **12. Managing Conflicts of Interest**

12.1. It is recognised that potential conflicts of interest may arise from time to time given the scope and remit of the Healthier Together Partners. The Healthier Together Partners have individually made arrangements to manage any potential conflicts of interest to ensure that decisions will be taken and seen to be taken without being unduly influenced by external or private interest and do not (and do not risk appearing to) affect the integrity of their decision-making processes. The Partnership has agreed policies and procedures for the identification and management of conflicts of interest. All Healthier Together Partners will comply with their individual organisation's policies on conflicts of interest and gifts and hospitality.

12.2. The Healthier Together Partnership maintains registers of the interests of:

- a) Members of the Partnership Board
- b) Members of the Executive Group

12.3. The registers of interest are published on the Healthier Together Partnership website. The registers will be populated from the information held on individual Healthier Together Partnership organisation's registers.

### **12.4. Declaring Interests**

12.4.1. Individuals should declare interests in line with their own organisation's policy for the management of conflicts of interest.

12.4.2. All parties to this MOU must ensure that those representing their organisation in any Healthier Together forum declare any interest that is relevant to the functions undertaken by the Healthier Together Partnership, on the form provided for this purpose.

### **12.5. Material Interest**

12.5.1. It is the responsibility of the individual to determine if the interest is material and may impact their ability to participate in a discussion or decision. If an individual considers that their interest is a material interest then they should either abstain from the discussion and decision, or remove themselves from the meeting.

### **12.6. Interests Identified in Meetings**

12.6.1. Any declarations of interest should be declared at the start of each meeting.

12.6.2. Where an interest is identified at a meeting the person concerned should immediately declare this to the chair of the meeting. Where a material

interest is identified the chair will guide the individual on the appropriate course of action.

### **13. Transition**

13.1. Additional work will be completed to define the path to transition to the new governance structures, in line with the new Act and relevant statutory guidance, including a system development plan, implementation plan, and target operating model. This work will be co-developed with Healthier Together Partners, building on the principles outlined in this MOU.

### **14. Variations**

14.1. This Memorandum, including the Annexes, may only be varied by written agreement of all the Healthier Together Partners.

### **15. Charges and liabilities**

15.1. Except as otherwise provided, the Healthier Together Partners shall each bear their own costs and expenses incurred in complying with their obligations under this Memorandum.

15.2. Healthier Together Partners shall remain liable for any losses or liabilities incurred due to their own acts or omissions or those of anyone acting on their behalf (including employees, agents, and contractors).

### **16. Confidential Information**

16.1. Each Healthier Together Partner shall keep in strict confidence all Confidential Information it receives from another Partner except to the extent that such Confidential Information is required by Law to be disclosed or is already in the public domain or comes into the public domain otherwise than through an unauthorised disclosure by a Partner. Each Partner shall use any Confidential Information received from another Partner solely for the purpose of complying with its obligations under this Memorandum in accordance with the Principles and Objectives and for no other purpose. No Partner shall use any Confidential Information received under this Memorandum for any other purpose including use for its own commercial gain in services outside of the Healthier Together Partnership or to inform any competitive bid without the express written permission of the disclosing Partner.

16.2. To the extent that any Confidential Information is covered or protected by legal privilege, then disclosing such Confidential Information to any Partner or otherwise permitting disclosure of such Confidential Information does not constitute a waiver of privilege or of any other rights which a Partner may have in respect of such Confidential Information.

16.3. The Parties agree to procure, as far as is reasonably practicable, that the terms of this Section (Confidential Information) are observed by any of their respective successors, assignees or transferees of respective businesses or interests or any part thereof as if they had been party to this Memorandum.

16.4. Nothing in this Section will affect any of the Healthier Together Partners' regulatory or statutory obligations, including but not limited to competition law.

16.5. The Parties acknowledge that each of them is subject to requirements in respect of the Freedom of Information Act 2000 (FOIA) and Environmental Information Regulations 2004 (EIRs). The Parties shall:

(a) provide all reasonable assistance and cooperation as reasonably requested by another Party to enable that other Party to comply with its obligations of confidentiality and to meet requirements under the FOIA and EIRs;

and

(b) where holding information on behalf of another Party, not respond directly to a Request For Information unless authorised in writing to do so by that other Party.

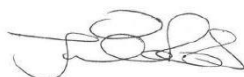
16.6. The Parties acknowledge that another Party may be required under the FOIA and EIRs to disclose Information (including Confidential Information) without consulting or obtaining consent from other Parties but each Party shall take reasonable steps to notify other Parties to the extent that it is permissible and reasonably practical for it to do so and will give due regard to any observations released from other Parties as to disclosure of information.

## 17. Signatures

17.1. This Memorandum may be signed in separate copies each of which will constitute the same document.



**Signed:**



Julia Ross  
**Joint ICS Lead Executive and Chief Executive of Bristol, North Somerset and South Gloucestershire Clinical Commissioning Group**



Robert Woolley  
**Joint ICS Lead Executive and Chief Executive of University Hospitals Bristol and Weston NHS Foundation Trust**



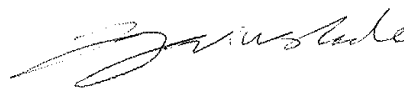
Dave Perry  
**Chief Executive of South Gloucestershire Council**



Dominic Hardisty  
**Chief Executive of Avon and Wiltshire Mental Health Partnership NHS Trust**



Janet Rowse  
**Chief Executive of Sirona Health & Care**



Jennifer Winslade  
**Executive Director of Quality and Clinical Care, South Western Ambulance Service NHS Foundation Trust**



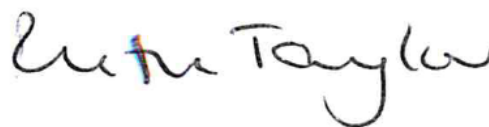
Jo Walker  
**Chief Executive of North Somerset Council**



Maria Kane  
**Chief Executive of North Bristol NHS Trust**



Mike Jackson  
**Chief Executive of Bristol City Council**



Ruth Taylor  
**Chief Executive of One Care (BNSSG) C.I.C. (One Care)**

## **Healthier Together**

### ***Memorandum of Understanding – supporting annexes 1-10***

*October 2021*

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## Annex 1 – Definitions and Interpretation

The following words and phrases have the following meanings in this Memorandum:

- **BNSSG – Bristol, North Somerset and South Gloucestershire:** the geographic boundaries of our Partnership
- **Healthier Together Partners (or ‘Partners’)** – all 10 constituent organisations of the Healthier Together Partnership as currently defined in the ‘Parties’ section
- **HWB – Health and Wellbeing Board:** a statutory forum within Unitary Authority boundaries where political, clinical, professional and community leaders come together to improve the health and wellbeing of their local population and reduce health inequalities.
- **ICP – Integrated Care Partnership:** partnerships at the ‘place’ or ‘locality’ level within BNSSG, responsible for designing and delivering fully integrated preventive, proactive/anticipatory, and personalised health and care services focused on local people’s health and wellbeing.
- **ICS – Integrated Care System:** the broad term used nationally for our Healthier Together Partnership.
- **MOU – Memorandum of Understanding**

**Annex 2 – Terms of Reference: Partnership Board**

**HEALTHIER TOGETHER  
PARTNERSHIP BOARD  
Terms of Reference**

Version	Date	Author/Reviewer	Comment
0.1	05/04/2019	Gemma Self	Initial draft based upon West Yorkshire and Humber Partnership Board
0.2	09/04/2019	Gemma Self	Updates further to conversation with RW, JR and RK
0.3	09/04/2019	Gemma Self	Incorporating feedback from RW and JR
0.4	10/04/2019	Gemma Self	Incorporating feedback from RK
0.41 & 0.42	12/06/2019	Gemma Self	Incorporation of minor points from Boards & updated membership
1	25/06/2019	Gemma Self	Incorporation of recommendations as discussed at Partnership Board
1.1	June 2021	Moriah Nell	Updates to align with Healthier Together MOU

## Background and Purpose

### Context

1.1 Healthier Together – the Bristol, North Somerset and South Gloucestershire (BNSSG) Integrated Care System (ICS) was formed in 2016 as one of 44 Sustainability and Transformation Partnerships (STPs), in response to the *NHS Five Year Forward View*. It brings together 10 health and care organisations

- Avon and Wiltshire Mental Health Partnership NHS Trust
- Bristol City Council
- Bristol, North Somerset, South Gloucestershire Clinical Commissioning Group (CCG)
- North Bristol NHS Trust
- North Somerset Council
- OneCare
- Sirona care & health
- South Gloucestershire Council
- South Western Ambulance Service NHS Foundation Trust
- University Hospitals Bristol and Weston NHS Foundation Trust

1.2 The partnership is not a new organisation, but a new way of working to meet the diverse needs of our citizens and communities. NHS services have come together with local authorities, charities and community groups to agree how we can improve people's health and improve the quality of their health and care services.

1.3 The Partnership Board is a key element of the leadership and governance arrangements for Healthier Together (the BNSSG ICS).

## Role and Responsibilities

### Purpose

**2.1** The Partnership Board provides the formal leadership for the Partnership. It is responsible for setting the strategic direction for the Partnership, and agreeing the vision, outcomes, and objectives. It provides leadership and oversight for all Partnership business and a forum to seek collective support for decision making to progress the delivery of the vision for the Partnership.

**2.2** The Partnership Board will work by building agreement with leaders across Partner organisations to drive action around a shared vision and direction of travel.

**2.3** This Board will be the forum where the Healthier Together Partners come together to seek collective support for decisions affecting the Partnership. This will include support for decisions required as the result of any shifts in authority for the system, performance monitoring or resource allocated to the system.

These Terms of Reference describe the scope, function and ways of working for the



## Partnership Board.

### 2.4 The responsibilities of the Partnership Board are to:

- i. Agree the vision, outcomes and objectives for the Partnership
- ii. Provide leadership and oversight in our progress to becoming a mature Integrated Care System.
- iii. Consider recommendations from the Executive Group and seek collective support for decisions on:
  - The objectives, plans, and changes to priority work programmes and workstreams
  - System-level planning
  - The apportionment of transformation monies from national bodies
  - Priorities for investment of system-level capital funds across the Partnership
  - Improvement opportunities and challenges, including those highlighted through system oversight of quality and performance
- iv. Act as a leadership cohort, demonstrating what can be achieved with strong system leadership and increased freedoms and flexibilities
- v. Provide a mechanism for joint action and support for decision-making where issues are best tackled on a wider scale
- vi. Develop a shared understanding of the financial resources of NHS partners, maximise the system-wide efficiencies necessary to manage within this share of the total NHS budget and pursue opportunities for creation of a single system budget over time.
- vii. Support the development of Integrated Care Partnerships (ICPs) in each of our six Localities, which bring together primary care, community-based providers and local authorities, as well as voluntary and community groups, and interface with secondary care providers and commissioners to establish community-based systems of care at local level; and, support the development of Provider Collaboratives
- viii. Ensure that, through partnership working in each place and across BNSSG, there is a greater focus on population health management, integration between providers of services around individual people's needs, and a focus on care provided in primary and community settings
- ix. Oversee a mutual accountability framework which provides a single, consistent approach for assurance and accountability between partners
- x. Reach agreement in relation to recommendations made by other

governance groups within the Partnership on the need to take action for managing collective performance, resources and the totality of population health

- xi. Adopt an approach to collectively supporting decisions and resolving any disagreements, which follows the principle of subsidiarity and is in line with the shared values and behaviours of the Partnership
- xii. Appointment and review of the performance of the Independent Chair for the system. The Independent Chair is responsible for the appraisal of joint executive leads, on behalf of the partnership.

## Accountability and reporting

**3.2** The Partnership Board has a key role within the wider governance and accountability arrangements for the BNSSG partnership.

**3.3** Constituent Boards remain accountable for all aspects of their business in line with statutory frameworks; the Partnership Board has no formal delegated authority. Whilst the current landscape of statutory functions is as it is constituent Partner Organisation Boards remain accountable for all aspects of their business in line with statutory frameworks. Sovereign boards may delegate a service, budget or items for decision making to the Partnership Board in line with their statutory frameworks. Any delegation would need to be agreed by all Boards. This will happen on a case by case basis.

**3.4** All members have a responsibility to ensure regular two-way communication between their Sovereign Board and the Partnership Board. The minutes, and a summary of key messages will be submitted to all Partner organisations after each meeting.

## Membership

Chair and Vice Chair arrangements

**4.1** The Independent Chair of the Partnership Board will chair the meeting

**4.2** A Vice Chair will be agreed from among the chairs of constituent bodies

## Membership

4.3

Role	Numbers
Independent Chair of the STP	1

BNSSG NHS & CIC Chairs and Chief Executives	14
BNSSG Local Authority Chief Executives	3
BNSSG Health and Wellbeing Board Chairs	3
Chair of Clinical Cabinet	1
GPs representing each area (Bristol, North Somerset, South Gloucestershire)	3
Chair or Area Manager of Healthwatch	3
One representative from NHS England / Improvement	1
Director of Public Health	1

A list of members is set out at **Annex 1**.

## Deputies

It is anticipated that Members would be expected to attend all meetings, if they are unable they may send a deputy by arrangement with the Chair.

## Additional attendees

Additional attendees will routinely include:

- The Healthier Together Programme Director
- The Healthier Together Finance Lead

At the discretion of the Chair, additional representatives may be requested to attend meetings to participate in discussions or report on particular issues.

## Quorum

The Partnership Board will be quorate when 7 out of the 10 Partner organisations are present, including representatives of 2 out of the 3 Local Authority partners.

If a consensus decision cannot be reached, then it may be referred to the dispute resolution procedure in the Memorandum of Understanding.

## Conduct and Operation

The Partnership Board will meet in public, at least four times each year. An annual schedule of meetings will be published by the secretariat.

Extraordinary meetings may be called for a specific purpose at the discretion of the Chair. A minimum of seven working days' notice will be given when calling an extraordinary meeting.

The Partnership Board may convene in private committee at the Chair and Members' discretion.

The agenda and supporting papers will be sent to Members and attendees and be made available to the public via the Healthier Together website no less than five working days before the meeting. Urgent papers will be permitted in exceptional circumstances at the discretion of the Chair.

Draft minutes will be issued within 10 working days of each meeting and ratified at the following meeting.

### **Secretariat**

The secretariat function for the Partnership Board will be provided by the Healthier Together Office. A member of the team will be responsible for arranging meetings, recording minutes and actions from each meeting, preparing agendas, and agreeing these with the Chair.

### **Review**

These terms of reference and the membership of the Partnership Board will be reviewed annually by Board partners. Any changes will be approved by the Board for decision by constituent agency decision making bodies. Further reviews will be undertaken in response to any material developments or changes in the wider governance arrangements of the partnership.



## Healthier Together Partnership Board Terms of Reference Annex One: Members

Name	Job Title	Organisation	Healthier Together Role
Jeff Farrar	Independent Chair	Healthier Together	Independent Chair
Charlotte Hitchings	Chair	Avon & Wiltshire Partnership NHS Trust	Chairs Reference Group Member
Jonathan Hayes	Clinical Chair	BNSSG CCG	Chairs Reference Group Member
Michele Romaine	Chair	North Bristol Trust	Chairs Reference Group Member
Simon Bradley	Chair	One Care	Chairs Reference Group Member
Amanda Cheesley	Chair	Sirona Care and Health	Chairs Reference Group Member
Cllr Ben Stokes	Chair	South Gloucestershire Health & Wellbeing Board	Chairs Reference Group Member
Cllr Helen Holland	Chair	Bristol Health & Wellbeing Board	Chairs Reference Group Member
Cllr Mike Bell	Chair	North Somerset Deputy Leader, Health and Wellbeing Board Chair and Executive Member for Adult Social Care and Health	Chairs Reference Group Member
Jayne Mee	Chair	University Hospitals Bristol NHS FT	Chairs Reference Group Member
Dominic Hardisty	Chief Executive	Avon & Wiltshire Partnership NHS Trust	Executive Group Member, Co-Sponsor of Mental Health programme
Mike Jackson	Chief Executive	Bristol City Council	Executive Group Member, Co-Sponsor for Integrated Care Partnerships Programme
Julia Ross	Chief Executive	BNSSG CCG	Executive Group Member, ICS Exec Lead, Co-chair of Integrated Care Steering Group, Sponsor for Integrated Care System Development



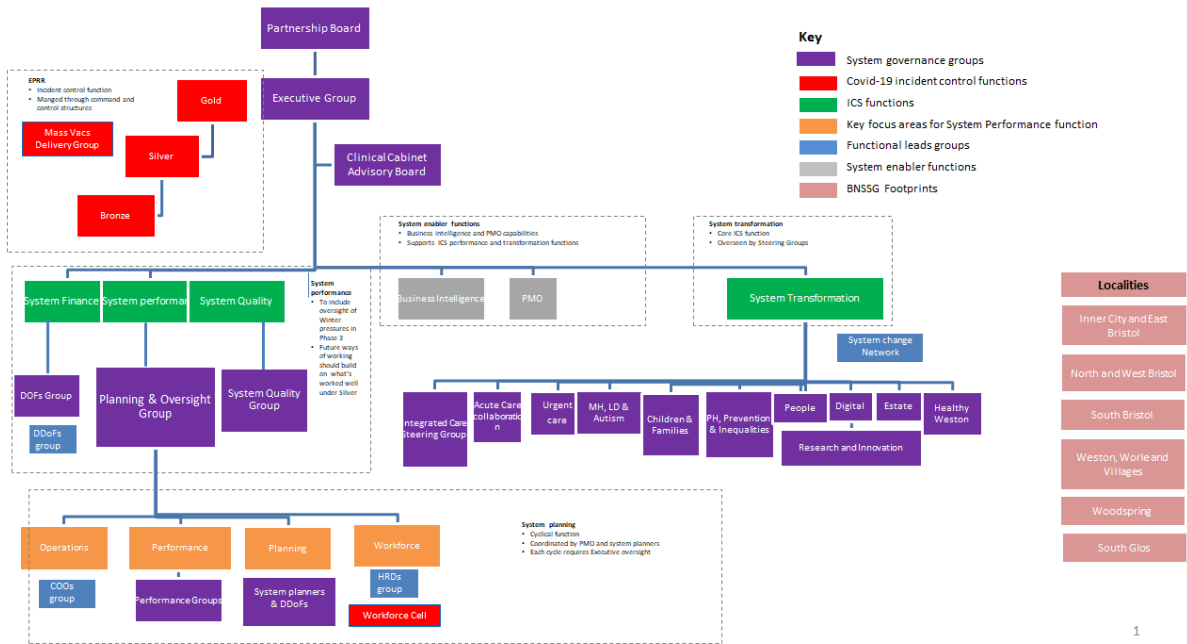
Name	Job Title	Organisation	Healthier Together Role
Maria Kane	Chief Executive	North Bristol NHS Trust	Executive Group Member, Sponsor for Acute Care Collaboration and Urgent Care Programmes
Jo Walker	Chief Executive	North Somerset Council	Executive Group Member, Co-Sponsor for Mental Health Programme
Ruth Taylor	Chief Executive	One Care	Executive Group Member, Sponsor for Primary Care Resilience & Transformation Programme
Janet Rowse	Chief Executive	Sirona Care and Health	Executive Group Member, Co-Chair of Integrated Care Steering Group, Sponsor for People and Children and Families programmes
Dave Perry	Chief Executive	South Gloucestershire Council	Executive Group Member, Sponsor for Population Health, Prevention and Inequalities
Jennifer Winslade	Executive Director of Nursing and Quality	SWAST	Executive Group Member
Robert Woolley	Chief Executive	University Hospitals Bristol and Weston NHS FT	Executive Group Member, ICS Exec Lead, Chair of Bristol Health Partners, Sponsor for Digital Programme
Peter Brindle	Medical Director	BNSSG CCG	Chair, Clinical Cabinet
<i>To be confirmed by Localities</i>			Locality Chair
<i>To be confirmed by Localities</i>			Locality Chair
<i>To be confirmed by Localities</i>			Locality Chair
Georgie Bigg	Chair of Trustees	Healthwatch BNSSG	
Vicky Marriott	Area Manager	Healthwatch BNSSG	
Sara Blackmore	Director of	South Gloucestershire	Executive Group





Name	Job Title	Organisation	Healthier Together Role
	Public Health	Council	Member, Sponsor for Prevention, SRO for Population Health Management
Sue Doheny	Regional Chief Nurse	NHS England / Improvement Regional Office	

# Healthier Together Partnership Board Terms of Reference Annex Two: Governance Structure



## **Annex 3 – Terms of Reference: Executive Group**

# **HEALTHIER TOGETHER EXECUTIVE GROUP Terms of Reference**

## 1 Purpose

- 1.1 To oversee the business of the Bristol, North Somerset and South Gloucestershire (BNSSG) ICS on behalf of the ICS Partnership Board.
- 1.2 To oversee the delivery of the ICS vision and objectives, providing support for system-wide decisions, providing guidance and support to the ICS workstreams & programmes, and securing the resources to deliver the BNSSG ICS priorities. To seek assurance for the ICS programmes and projects to ensure achievement against agreed deliverables and outcomes.
- 1.3 The group shall be the key leadership forum for in-depth discussion of key strategic system issues

## 2 Role and Responsibilities

- 2.1 The Executives Group's responsibilities are:
  - 2.1.1 To provide the overall programme "Executive Group" function for the ICS portfolio
  - 2.1.2 To provide strategic decision making guidance to the Partnership Board and steering groups on direction, pace, resourcing, risk management and variance against plan / benefit outcomes
  - 2.1.3 To supervise the development of a set of system wide strategies which are fit to deliver the ICS objectives, for approval by the Partnership Board
  - 2.1.4 To approve or delegate authority to Steering Groups to define the Workstream boundaries in terms of time, cost, scope and quality
  - 2.1.5 To agree the overall system configuration, design and collaborative planning processes (including delegated authority) and agree changes as this develops. The Executive Group will make recommendations to the Partnership Board, Individual Governing Bodies, and regulators, as appropriate.
  - 2.1.6 To agree the level of programme management support for each programme
  - 2.1.7 To review and agree the ICS programme and PMO budget, for approval by the Partnership Board
  - 2.1.8 To recommend decisions as appropriate to the Partnership Board, NHS England and NHS Improvement
  - 2.1.9 To provide the leadership and co-ordination for workstreams / programmes requiring a system response.
  - 2.1.10 To receive assurances from its Workstreams, Design Authority & appropriate System Assurance Groups
  - 2.1.11 To monitor delivery of the BNSSG system plan at the strategic level and agree corrective measures & proposals from Workstreams and working groups
  - 2.1.12 To delegate tasks to Workstreams

2.1.13 To approve the Terms of Reference for other system groups

### **3 Accountability and reporting**

- 3.1 Formal minutes of meetings will be recorded; and will normally be confirmed as accurate at the next meeting of the Executive Group.
- 3.2 The Executive Group will report to the Partnership Board on the performance of its duties as reflected within these Terms of Reference.

### **4 Membership and attendance**

#### **Membership**

- 4.1 The membership of the Executive Group shall include:
  - ICS Lead Chief Executives(s) (Chair)
  - BNSSG NHS & CIC Chief Executives
  - BNSSG Local Authority Chief Executives
  - ICS Programme Director
- 4.2 Members may nominate a deputy. Where the member represents a group, the deputy must come from the same group.

#### **Quorum**

- 4.3 The quorum necessary for the transaction of business will be three quarters of the membership present at the meeting, one of whom must be the ICS Senior Responsible Officer or Programme Director.

#### **Attendance**

- 4.4 Meetings of the Executive Group shall normally be attended by:
  - PMO Administrator (minutes)
- 4.5 The Executive Group may invite other persons to attend a meeting so as to assist in deliberations. The Chair shall be notified of this prior to the meeting.

### **5 Conduct and Operation**

- 5.1 The Executive Group shall be supported administratively by the Healthier Together Programme Management Office, whose duties in this respect will include:
  - Agreement of agendas with the Chair and attendees; and collation of papers
  - Taking the minutes
  - Keeping a record of matters arising and issues to be carried forward within an action log.
  - Advising the Group on pertinent issues/areas

- Provision of a highlight report of the key business undertaken to the governing bodies or boards of the partner organisations following each meeting.

## Frequency

5.2 A minimum of bi-monthly two to three hour meetings, held in alternating weeks to the Partnership Board.

## Notice of meetings

- 5.3 An agenda of items to be discussed will be forwarded to each member of the Executive Group and any other person required to attend, no later than five working days before the date of the meeting. Supporting papers will be sent to members and to other attendees as appropriate, at the same time.
- 5.4 An annual schedule of meetings will be produced and circulated to all members.
- 5.5 Emergency meetings can be arranged if this is approved and evidenced as such, by the majority of the members of the Executive Group.



## Annex 4 – ICS Outcomes Framework

### 1. Purpose

The aim of the Healthier Together ICS Population Health Outcomes Framework is to articulate the change we, as Healthier Together Partners, are aiming to achieve for our population and to provide a framework to hold members of the partnership to account for delivery of the outcomes. The Outcomes Framework will enable the system to make a radical culture shift towards prevention and also provides a platform to oversee key outcomes and transformation metrics across the Partnership using peer ICS and national benchmarks.

### 2. Development of the framework

The Healthier Together Five Year Plan 2019-2024 sets out strategic outcomes and high level goals which were collaboratively developed based on population data and insight.

#### **Healthier Together system ambition**

*“Our ambition is to build an integrated health and care system where the community becomes the default setting of care, 24/7, where high quality hospital services are used only when needed, and where people can maximise their health, independence and be active in their own wellbeing. We want to increase the number of years people in BNSSG live in good health; reduce inequality in health outcomes between social groups; and help to create communities that are healthy, safe and positive places to live. In redesigning our system, we also want to make it easier for staff to work productively together and develop a healthy and fulfilled workforce.”*

Healthier Together stated in our five year plan that our system goals are to:

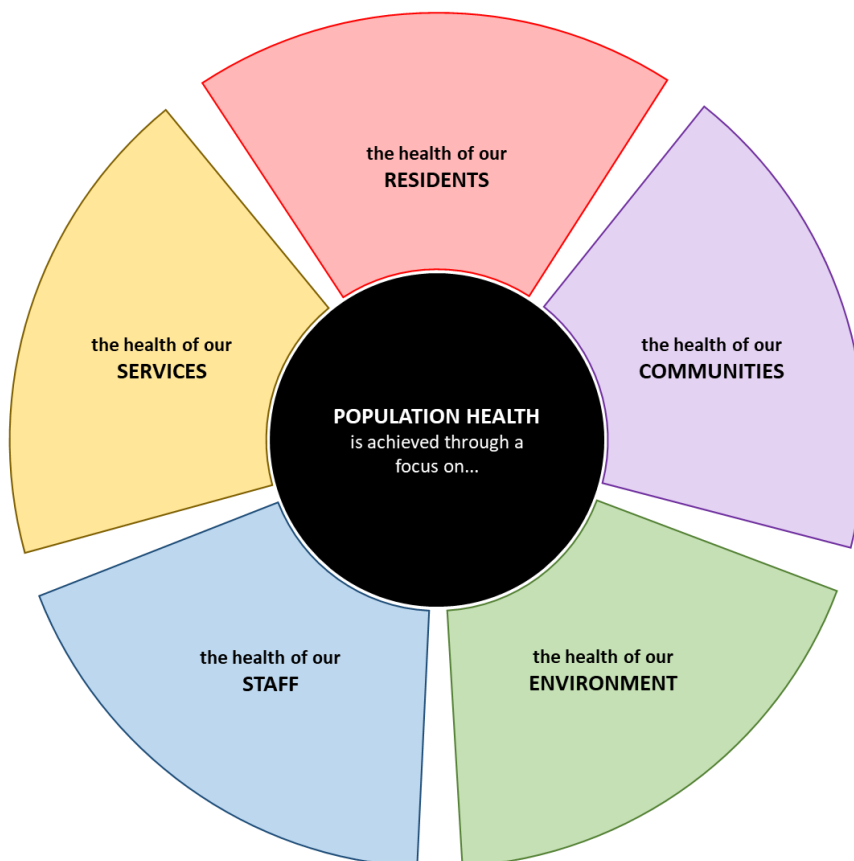
- Increase the number of years people in BNSSG live in good health
- Reduce the inequality in how many years people in BNSSG live in good health, particularly improving healthy life expectancy for those with the poorest outcomes
- Become a place where health and care services fit with people’s lives and makes sense to the people engaging with it
- Make it easy for people working in health and care to work with each other
- Our workforce is healthy and fulfilled
- Reduce our adverse environmental impact in energy, travel, waste, water, food, biodiversity and land use
- Our communities are healthy, safe and positive places to live

These system goals have been taken into account when developing the Outcomes Framework. As well as setting clear ambitions as a system to improve the population health of the residents we serve and reduce inequalities, the aim is also to highlight areas where action should be taken, deploy improvement support where required and also celebrate success in health and care improvements.

The outcomes framework has been developed by the Healthier Together Population Health, Prevention and Inequalities Steering Group in partnership with stakeholders across the system. Engagement was undertaken between March and May on the **strategic outcomes**. This included presentations at Healthier Together Steering Groups and discussions with Programme Leads; presentations and discussion with individual BNSSG Health and Wellbeing Boards as well as at the joint BNSSG Health and Wellbeing Board; and presentations at Clinical Cabinet and Healthier Together Executive as well as with the Population Health, Prevention and Inequalities Steering Group.

For the Outcomes Framework to be a success and truly have impact for our population, all Healthier Together partners will need to agree common datasets and dashboards for system improvement and transformation management. This is a key next step in our system development.

*Figure 1: Our framework to deliver population health*



### 3. Our Healthier Together ICS Outcomes Framework

The health of our population will be improved through a focus on...	Our Outcomes
The health of our RESIDENTS	<ol style="list-style-type: none"> <li>1. We will increase population healthy life expectancy across BNSSG and narrow the gap between different population groups</li> <li>2. We will reduce early deaths from preventable causes - cardiovascular and respiratory conditions, liver disease and cancers - in the communities which currently have the poorest outcomes</li> <li>3. We will lower the burden of infectious disease in all population groups</li> <li>4. We will reduce the proportion of people in BNSSG who smoke</li> <li>5. We will improve self-reported mental wellbeing</li> <li>6. We will increase the proportion of children who achieve a good level of education attainment</li> </ol>
The health of our SERVICES	<ol style="list-style-type: none"> <li>1. We will increase the proportion of our residents who report that they are able to find information about health and care services easily</li> <li>2. We will increase the proportion of our residents who report that they are able to access the services they need, when they need it</li> <li>3. We will increase the proportion of our residents who report that their health and care is delivered through joined up services</li> </ol>
The health of our STAFF	<ol style="list-style-type: none"> <li>1. We will increase the proportion of our health and care staff who report being able to deliver high value care</li> <li>2. We will reduce sickness absence rates across all our ICS partner organisations</li> <li>3. We will improve self-reported health and wellbeing amongst our staff</li> <li>4. We will improve Equality and Diversity workforce measures in all ICS Partner organisations</li> </ol>
The health of our COMMUNITIES	<ol style="list-style-type: none"> <li>1. We will reduce the number and proportion of people living in fuel poverty</li> <li>2. We will reduce the number of people living in poor housing conditions</li> <li>3. We will reduce levels of domestic violence and abuse</li> <li>4. We will reduce levels of child poverty</li> <li>5. We will increase the number of BNSSG residents describing their community as a healthy, safe and positive place to live</li> </ol>
The health and wellbeing of our ENVIRONMENT	<ol style="list-style-type: none"> <li>1. We will increase the proportion of energy used by the estates of our ICS partner organisations from renewable sources</li> <li>2. We will reduce the total carbon footprint generated through travel of patients using our services</li> <li>3. We will increase use of active travel, public transport and other sustainable transport by our staff, service users and communities</li> </ol>



## Annex 5 – ICS Outcomes-Driven Performance and Quality Framework

### 1. Introduction and background

- 1.1. Through the development of our BNSSG ICS, we agree on the need for safe, sustainable and high performing health and care services to support our population.
- 1.2. We expect our ICS to be increasingly involved the oversight and assurance of these services across the system, including of constituent organisations, place-based partnerships, and provider collaboratives.
- 1.3. Our ambition is to establish a performance and quality approach that addresses system oversight and quality assurance requirements, and extends beyond to continuously improve and achieve our target outcomes for the people we serve.

### 2. Our shared vision for outcomes-driven performance and quality

- 2.1. To achieve our Healthier Together vision and goals (see MOU section 3), we have developed a set of population-level outcomes measures that can be monitored in order to assess the progress we are making in achieving our system goals (see appendix 4: ICS outcomes framework).
- 2.2. We have also established system-wide forums for managing performance and quality:
  - 2.2.1. The Planning and Oversight Group oversees matters relating to the operational, planning, finance and performance aspects of the ICS
  - 2.2.2. The System Quality Group is aimed at system-wide sharing of early intelligence and strategic developments.
- 2.3. We believe the system goals and outcomes should drive what we focus on with respect to our service quality and system performance. In considering what a high quality, high performing, outcomes-driven integrated care system looks like for the people we serve, we have agreed in principle to the following paradigm shifts in our system performance and quality:
  - 2.3.1. **Person-centred:** we shift our thinking to engage, listen to, and consider the impact and experience of the people we serve
  - 2.3.2. **Outcomes-driven:** the outcomes we want to achieve for the people of BNSSG drives how we deliver and measure success
  - 2.3.3. **Proactively improvement-driven:** we anticipate potential issues and dedicate clinical and professional resources across the system to investigate pressurized pathways, applying good quality improvement methodology and investigating the whole pathway by default
  - 2.3.4. **Self-regulating:** we take a 'system first'/'system-by-default' approach to escalation and regulatory intervention



- 2.3.5. **Collective responsibility:** we connect constituent organisation's performance to system performance and take responsibility for addressing risks and issues together
- 2.3.6. **Learning culture and peer review:** we provide ongoing transparency and sharing to check and challenge one-another and drive excellence and improvement

### 3. Taking this forward together

- 3.1. Focusing on outcomes-driven performance and quality improvement is a complex challenge, which will require adaptive management and evolve over time.
- 3.2. We will build on the system relationships and infrastructure established to-date to design an optimal architecture in line with these paradigm shifts, and evolve our ways of working together over time.

## Annex 6 – ICS Strategic Commissioning

### 1. Introduction

#### 1.1. What is Value?

- 1.1.1. Value Based Health and Care, also referred to simply as *Value* is an international approach to improving our health and care systems.

#### 1.2. What does Value mean to BNSSG?

- 1.2.1. Meeting the goals of Population Health; improving physical and mental health outcomes, promoting wellbeing and reducing health inequalities, for the whole population and not just those who present to services through a focus on achieving the outcomes that matter to people and making best use of our common resources.
- 1.2.2. The Value approach underpins the development of our integrated care system (ICS) in service of the four fundamental purposes of an ICS:
- improving population health and healthcare
  - tackling unequal outcomes and access
  - enhancing productivity and value for money
  - helping the NHS to support broader social and economic development

#### 1.3. Culture

- 1.3.1. Culture is arguably the most important factor for improving value, with 'stewardship' proposed as the dominant force, where we take collective care for our common resources.

#### 1.4. Value Objectives

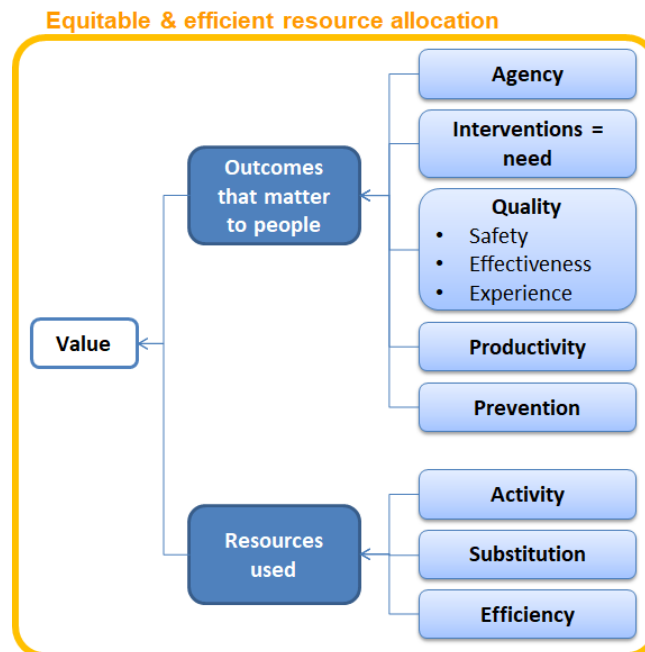
- 1.4.1. Our ICS Value programme has three high level objectives
- 1) Allocating resources efficiently across our system so that we achieve the overall best possible outcomes
  - 2) Identifying and improving the outcomes and experience that matter to people
  - 3) Commissioning and delivering effective services that avoiding overuse of low value interventions (unwanted or not cost-effective) and underuse of high value interventions (deemed cost-effective but not taken up by those who would benefit)

### 2. Our Value Improvement Framework

- 2.1. Our Value improvement framework (see Figure 1) has been developed with stakeholders including clinicians, public health specialists and commissioners as a way to start developing a common language and common approach to describing, analysing and improving it.



Figure 1: BNSSG Value Improvement Framework



## 2.2. Our Value Improvement Framework explained

- 2.2.1. **The wrapper:** decisions on where to use resources (including people, money) should be based on a balanced view of equity (what is fair) and allocative efficiency (what service mix will lead to the best overall outcomes for the resources available)
- 2.2.2. **Value:** as defined above, can be improved by improving outcomes that matter to people and/or reducing the resources needed to achieve those outcomes
- 2.2.3. **Outcomes that matter to people** can be improved by
  - 2.2.3.1.1. Optimising individual agency, that is “the ability to take action or to choose what action to take” to achieve what matters to them. An important measure to consider here is the Patient Activation Measure (PAM). Important interventions to consider are Care and Support Planning (CSP) and Shared Decision-Making (SDM)
  - 2.2.3.1.2. Matching evidence-informed, cost-effective interventions to need is critical to improving outcomes at a population level. An important area to consider is current unmet need, which is that where someone would like to improve their health AND has the potential to benefit from something currently provided that they are not currently benefiting from
  - 2.2.3.1.3. Improving the quality of current services, which could be one or all three of the elements of quality; safety, effectiveness (whether the intervention does what it is supposed to) and experience. In some contexts the experience of care may be considered an outcome in its own right
  - 2.2.3.1.4. Improving productivity means increasing the output/activity from a particular resource or set of resources, such as the number of operations per hour of surgeon-time. Productivity should not be pursued to the detriment of effectiveness and could have a

negative effect on efficiency, although this may be considered worth the trade-off

2.2.3.1.5. Prevention of poor health is generally one of the best ways to maintain health and promote wellbeing

2.2.4. **Resources used** can be improved by

2.2.4.1.1. Reducing activity and ideally **reducing low value activity**, which is activity that is either unwanted by a person (related to improving agency) or unwarranted such as an intervention that has been shown to be of no benefit, e.g. using mirtazapine with other antidepressants for treatment-resistant depression. A significant reduction in activity could also be achieved by addressing failure demand, which is “demand caused by a failure to do something, or to do something right, for a service user”, which results in the service user needing to make another demand on the service.

2.2.4.1.2. The **substitution** of products or services that are less resource intense but give similar benefit, such as non-medical interventions for mild-moderate depression, or the use of ‘off-patent’ pharmaceuticals

2.2.4.1.3. Improving **efficiency**, which is when an output such as GP severe mental illness health checks is being achieved at the lowest possible average total costs. This is related to, but not the same as, productivity.

### 3. The Tragedy of the Commons

3.1. This concept comes from grazing sheep on common land. If one person adds one sheep to their flock they gain a lot, but the impact on everyone else is minimal. However, everyone then does it and so the commons is over-grazed and the tragedy is that everyone loses out. In a health and care system, there are many examples of where a part of the whole may slightly overreach and deplete our collective pot, resulting in a failure to deliver true Value-Based Health and Care.

3.2. Elinor Ostrom identified 10 principles to solve the problem through building the commons; she was the first woman to win the Nobel Prize for her work on this, in 2009.

Figure 3: Elinor Ostrom’s principles for managing a commons

<b>Leading the commons</b>
1. Commons need leadership with moral authority
<b>Defining the commons</b>
2. Commons need clear boundaries
3. Commons need clear aims
<b>Organising the commons</b>
4. Commons need the right to organise themselves
5. Everyone who makes use of the resources should have a role in decision making
6. Commons often work within nested networks
<b>Managing the commons</b>
7. Rules for resource use should match local context
8. The use of resources and adherence to rules should be monitored
9. Failure to meet the rules leads to graduated sanctions
10. Unresolved conflicts need an easy means of resolution

3.3. These principles can help guide our approach in achieving Value for our population as a system. We have a great opportunity to build a culture of stewardship of our common resources towards a collective set of aims through the ICS – building the commons.

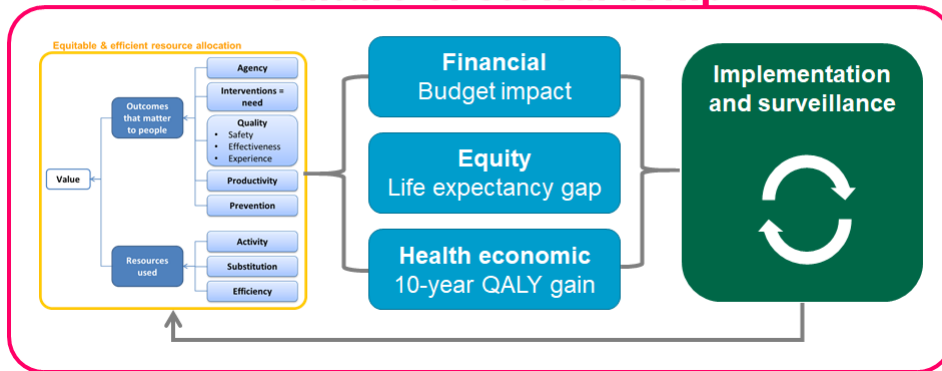
#### 4. Our Value Improvement Framework in context

4.1. The Value Improvement Framework should be used as a starting point for understanding our current services and system or describing how a proposed change might affect the overall Value of our system. It does not however lead to a decision on how decisions should be made about how resources are allocated. Our ICS must make decisions on investment and disinvestment, including for single and multi-option scenarios, for example a decision on whether to invest in a whole service reconfiguration or in a new device or medical product.

4.2. The Value Improvement Framework provides a structured way to think about the case being made, and then needs to follow a process in order to arrive at a decision, leveraging the Ostrom Principles. A model for how this could work in Strategic Commissioning is presented in Figure 2.

Figure 2: Strategic Commissioning Cycle

**Culture of stewardship**



4.3. In this model for Strategic Commissioning, proposed investment or disinvestment decisions, articulated according to the language and structure of the improvement framework are considered according to their financial (in-year cost-implication), equity (impact on health inequalities) and health economic (gain in utility for the resources invested - noting this could be cost saving) consequences. The resulting impacts of the decision are then continuously surveyed so that an assessment of real-world value being delivered can be made, allowing for course correction as needed.

## Annex 7 – ICS Financial Framework

### Contents

1. [Overview & Purpose](#)
    - a) Healthier Together Joint Financial Principles
    - b) A focus on 'Value'
    - c) Triple Value Healthcare Model
  2. [Understanding the cost of health & care services to enable value based decisions](#)
  3. [Process for revenue & capital resource allocation](#)
    - a) Developing a Resource Allocation Framework
    - b) Resource Allocation Principles
    - c) Allocation of Service Development Funding (SDF)
    - d) Allocation of ICS Capital
  4. [Approach to joint financial planning](#)
  5. Management of risk
  6. [Contracting principles & payment mechanisms](#)
  7. [Finance staff training & development](#)
- [APPENDIX 1 – Applicability of Financial Framework Elements](#)



## 1. Overview & Purpose

- 1.1 The fundamental purpose in creating our joint financial framework is to establish and define a set of principles and processes that help establish the collaborative ways of working, a culture of financial transparency, and the governance arrangements that support delivery of the ICS vision, and improve the health outcomes for the population of BNSSG in a financially sustainable way.
- 1.2 All Healthier Together Partners are ready to work together and support each other when required. The Partners are committed to working individually and in collaboration with others to deliver the changes required to achieve financial sustainability and live within our resources.
- 1.3 The financial framework will:
  - describe the **collaborative behaviours** expected of the parties
  - enable a focus on **value** for the system
  - require **open book accounting** and **financial transparency** between the parties
  - describe **processes for reaching consensus and resolving disputes** about how best to use financial and other resources available to the ICS
  - set out a mechanism for management of the aggregate financial position of the parties to achieve and **maintain the system financial improvement trajectory for the ICS**.
- 1.4 The financial framework is structured to cover the following seven domains. Annex 1 outlines the applicability of these Financial Framework elements to each Healthier Together Partner.

Financial Framework Domains	Document Section
1. Understanding the cost of health & care services to enable value based decisions	Section 2
2. Process for revenue & capital resource allocation	Section 3
3. Approach to joint financial planning	Section 4
4. Management of risk	Section 5
5. Contracting principles & payment mechanisms	Section 6
6. System reporting, financial management & control mechanisms	Section 7
7. Finance staff training & development	Section 8

### a) Healthier Together Joint Financial Principles

- 1.5 In support of the above, Healthier Together Directors of Finance have agreed the following set of over-arching principles that will help guide decision making and that provide a foundation for the assessment of financial issues, and when proposing actions to manage the associated risks and opportunities;
  - We will act in the best interests of our patients and population; and will create financial flows and incentives to promote this



- Our decisions will be based on the costs and benefits at a system level; and we will resolve the impact of that for organisations
- We will maximise new & existing resources into our system
- We will minimise the flow of resources out of our system
- We will cease activities that shift only financial problems between organisations within the system
- We will minimise the cost of growth and other new activities
- We will commit system resources to our highest system priorities (funding, people etc...)
- We will be open and transparent regarding our financial risk & opportunities
- The system will review and agree the growth levels across the system
- We will strive to be the best finance function to support our system priorities

## b) A focus on 'Value'

1.6 To Healthier Together Partner organisations, Value Based Health and Care (VBHC) is an approach to meeting the aims of Population Health – improving physical and mental health outcomes, promoting wellbeing and reduce health inequalities for our whole population – through a focus on outcomes and experience that matter to people and making best use of resources. VBHC has three major goals:

- Allocating resources efficiently across our system so that we achieve the overall best possible outcomes
- Identifying and improving the outcomes and experience that matter to people
- Commissioning and delivering effective services that avoiding overuse of low value interventions (unwanted or not cost-effective) and underuse of high value interventions (deemed cost-effective, but not taken up by those who would benefit)

1.7 Professor Michael Porter and colleagues have defined Value for individuals using the following equation, but the concept of Value can also be applied to pathways, services and systems.

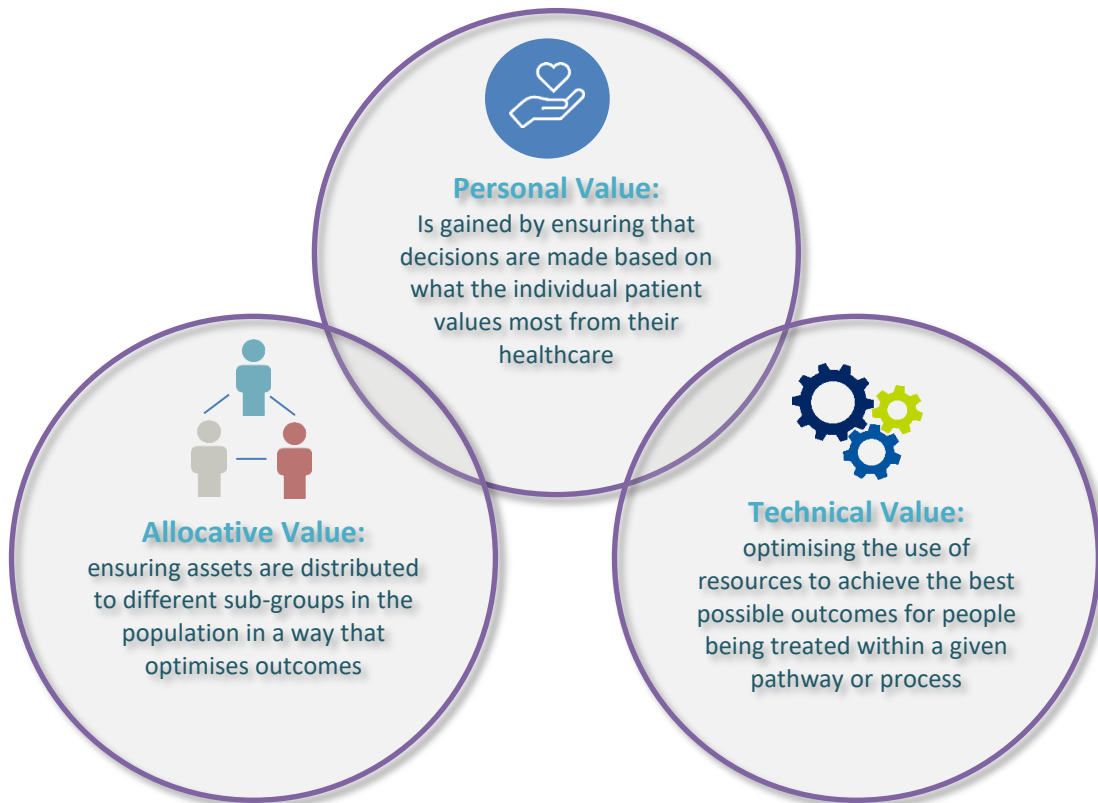
$$\text{Value} = \frac{\text{The set of outcomes that matter for the condition}}{\text{The total costs of delivering these outcomes over the full care cycle}}$$

1.8 Sir Muir Gray's "triple value healthcare model" which has been implemented in the NHS England RightCare programme to face the challenges of sustainability, equity and innovation in universal healthcare systems, addresses value in the three following levels:

- Personal Value
- Allocative Value
- Technical Value

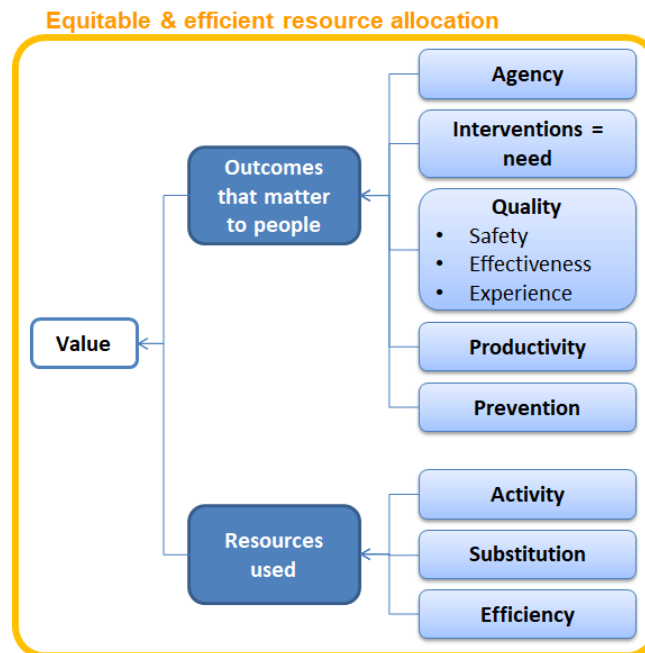
## c) Triple Value Healthcare Model:

Figure 1: Triple Value Model



- 1.9 It is the system aspiration to use Value Based Health and Care to be the primary method by which we prioritise resources to improve population health and healthcare. When using the Value Based Health and Care framework it is important to recognise that other drivers and factors may need to be considered when making a decision to allocate resources, for example, reducing health inequalities, meeting NHS performance targets & objectives, meeting CQC improvement objectives, managing within a fixed budget. Careful consideration needs to be taken at the outset about how to factor these other variables into decision making processes.

Figure 2: BNSSG Value Improvement Framework



## 2. Understanding the cost of health & care services to enable value based decisions

- 2.1 Partners are committed to using linked data to understand costs and demand pressures as a system, rather than as a number of discrete organisations, and using a Population Health Management (PHM) approach to develop an understanding of system cost across clinical pathways to identify system wide productivity opportunities, and enable better decision making.
- 2.2 The Population Health Management Finance Group will lead on developing a consistent, transparent approach to coding, counting and costing activity, allowing costing information to be analysed alongside data on needs and outcomes, to support continuous improvements in efficiency and the effectiveness of resource utilisation.

## 3. Process for revenue & capital resource allocation

### a) Developing a Resource Allocation Framework

#### Aims

- To describe an evidence-based methodology to enable collective resource decisions by the Healthier Together Partners.
- The resource allocation framework needs to support delivery of the vision and goals of our ICS as described in the Outcomes Framework.
- The resource allocation framework should transparently support the delivery of improved value for the people of BNSSG. It will also need to take into account national priorities and fulfil any agreed conditions placed on particular funds e.g. Service Development Funding.

## b) Resource Allocation Principles

- We have to live within the resources allocated for the population of BNSSG and the wider population we serve
- We will maximise new & existing resources into our system acting as advocates for our population
- We will minimise the flow of resources out of our system
- We will minimise the cost of growth and other new activities
- We have to plan to achieve the national rules as set out in the operational planning guidance e.g. Mental Health Investment standard
- We need to identify and allow for recognised system pre-commitments e.g. stroke business case
- We will use existing Governance structures to support decision making
- Resource allocation will be a function of the ICS but will be guided by Integrated Care Partnership (ICP) leaders.
- Revenue and capital resource will be seen as linked, not separate.
- Resource allocation will seek to reduce identified risks
- We will recognise the fixed costs in the system

## c) Allocation of Service Development Funding (SDF)

3.1 The Partners intend that any transformation funds made available to the Partnership will be delegated to Healthier Together Steering Groups. Funds will be allocated based on alignment to national priority areas.

3.2 In 2020/21, the system has had confirmation of a total SDF allocation (H1) of £15.3m, with a further indicative allocation in H2 of £13.6m (£29.4m total). Funding has been delegated to Healthier Together steering groups as set out in the table below:

Healthier Together Steering Group	Confirmed Allocation Q1	Confirmed Allocation Q2	Conditional Allocation Q2	H1 Allocation	H2 Indicative Allocation	Total H1 & H2 SDF 2021/22
HT Executive	£115			£115	£115	£229
Acute Care Collaboration	£4,029			£4,029	£4,029	£8,057
Integrated Care	£2,983	£2,021	£324	£5,328	£3,348	£8,675
Urgent Care	£141			£141	£0	£141
MH, LD and Autism	£5,225			£5,225	£5,655	£11,310
Children & Families	£467			£467	£467	£933
<b>Total</b>	<b>£12,959</b>	<b>£2,021</b>	<b>£324</b>	<b>£15,304</b>	<b>£13,612</b>	<b>£29,346</b>

## d) Allocation of ICS Capital

<u>Gross capital expenditure</u>	AWP	NBT	UHBW	System
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Property, land and buildings	£2,260	£10,067	£64,861	£77,188
Plant and equipment	£100	£6,100	£12,976	£19,176
IT	£500	£5,492	£6,906	£12,898
Other	£3,540	£0	£0	£3,540
<b>Gross capital expenditure</b>	<b>£6,400</b>	<b>£21,659</b>	<b>£84,743</b>	<b>£112,802</b>
Disposals/other deductions	£0		£0	£0
<b>Charge after additions/deductions</b>	<b>£6,400</b>	<b>£21,659</b>	<b>£84,743</b>	<b>£112,802</b>
Less donations and grants	£0	-£600	-£18,057	-£18,657
Less PFI capital (IFRIC12)	-£921	-£567	£0	-£1,488
Plus PFI residual interest	£820	£9,240	£0	£10,060
Purchase of financial assets	£0	£0	£0	£0
Sale of financial assets	£0	£0	£0	£0
Prior period adjustments (PPAs)	£0	£0	£0	£0
<b>Total Planned Capital Expenditure</b>	<b>£6,299</b>	<b>£29,732</b>	<b>£66,686</b>	<b>£102,717</b>

<b>Funding sources</b>				
Self-Financed - Depreciation less PFI/Finance Lease payments	£3,802	£18,341	£32,042	£54,185
Self-Financed - other internal capital cash	£0	-£825	£27,436	£26,611
Capital loan repayments (net of Capital Refinancing PDC)	£0	£0	-£5,834	-£5,834
<b>Sub total: Net Internal Sources</b>	<b>£3,802</b>	<b>£17,516</b>	<b>£53,644</b>	<b>£74,962</b>
Interim Support Capital PDC - To Be Approved	£0	£2,592	£2,500	£5,092
<b>Sub total: Loan Sources</b>	<b>£0</b>	<b>£2,592</b>	<b>£2,500</b>	<b>£5,092</b>
Diagnostics (National)	£0	£384	£649	£1,033
<b>Sub total: Total National Sources</b>	<b>£0</b>	<b>£384</b>	<b>£649</b>	<b>£1,033</b>
<b>Total Charge against Capital Allocation</b>	<b>£3,802</b>	<b>£20,492</b>	<b>£56,793</b>	<b>£81,087</b>
Provider Digitisation - (HSLI) Health System Led Investment	£0	£0	£2,500	£2,500
STP Wave 3	£1,677	£0	£0	£1,677
Urgent & Emergency Care Capital	£0	£0	£7,393	£7,393
Residual Interest	£820	£9,240	£0	£10,060
<b>Total Funding Sources</b>	<b>£6,299</b>	<b>£29,732</b>	<b>£66,686</b>	<b>£102,717</b>

#### 4. Approach to joint financial planning

- 4.1 Clarity of underlying position. Due to the interim national finance regime, the underlying position of organisations (and in some cases, associated financial recovery) is no longer clear, and we will undertake and share analysis to establish the level of financial challenge faced by the system in returning to system financial improvement trajectories set out in the Long-Term Plan.

- 4.2 Subject to compliance with confidentiality and legal requirements around competition, sensitive information and information security, the Partners agree to adopt an open-book approach to financial planning and identification of financial risk, leading to the agreement of fully aligned operational plans.
- 4.3 Partners will be convened at the outset of all planning processes to ensure triangulated plans covering revenue, capital, activity and workforce are underpinned by common financial planning assumptions on inflation, growth, income and expenditure between providers and commissioners (including NHS England Specialist & Direct Commissioning), and on other issues that have a material impact on the availability of system financial incentives (e.g. Financial Recovery Funds).
- 4.4 NHS Partner Plans will be peer reviewed to ensure consistent assumptions and interpretation of financial policies and guidance which affect all partner organisations, for example, impact of national pay award funding.
- 4.5 The approach to planning will identify an overall system wide efficiency target for the system, and partners will work together to identify an appropriate balance of collaborative efficiency schemes and individual plans.
- 4.6 Responsibility for consolidating organisational plans will be led by the Healthier Together Finance lead, co-ordinated through the Healthier Together Deputy Directors of Finance Group to ensure system-level impact is understood. This will include a consolidated schedule of financial risk and mitigations.

## 5. Management of risk

- 5.1 Healthier Together Partners are committed to a shared approach to managing all risks (strategic, clinical, financial, and operational), taking collective responsibility for driving necessary change while mitigating the risks of those changes for individual organisations and the people we serve. This includes:
  - Honest identification and sharing of risks
  - Maintaining a system-wide risk register to consistently track system risks and document mitigation plans
  - Clear ownership of the risk and expected mitigations
  - Clear escalation procedures for when a risk starts crystallising
  - Explicit discussion about financial risk appetite to determine the level of contingency to be held across the system
  - Shift toward a collective focus on how system risks will be mitigated by the system, and each organisation's role in supporting this
- 5.2 Our system approach to risk management recognises that there will still be a need for constituent organisations to manage organisational risk. Where appropriate, we will strive for consistency of risk management coordination across organisations to allow more seamless risk management coordination across the Partnership.





## 6. Contracting principles & payment mechanisms

- 6.1 The NHS Long Term Plan outlines a commitment for payment reform, with a focus on blended payments. NHS Partners are committed to considering the adoption of payment models which are better suited to whole system collaborative working (such as Aligned Incentive Contracting), and help support delivery of system wide objectives.
- 6.2 The Partners will look to adopt models which reduce financial volatility and provide greater certainty for all Partners at the beginning of each year of the planned income and costs, provide shared incentives for reducing avoidable or low value activity and redirecting resources to higher value interventions, properly reimbursing these, and seek to reduce unnecessary transactions and free up administrative resource.
- 6.3 Adoption of new contract models can see risk transfer between organisations, and therefore the transition to adoption of new contracting models will ensure this is well understood, and managed in a way to ensure there is no destabilisation of system Partners, and that no individual organisations financial sustainability is compromised.
- 6.4 Contracts within the system will include some of the same, or similar, objectives in order to promote a culture of collaboration that enables all organisations to meet their targets, whilst promoting the ICS vision and objectives.
- 6.5 Our approach is based on the following principles:
  - A movement away from annual contracting rounds based on 'current income plus growth', towards a more developed form of blended payment across the whole system
  - Fixed elements set based on improved cost data (see Section 4) and more accurate activity forecasts aligned to plans
  - Variable elements set based on understanding of costs of activity above/below plan
  - All services are funded at the level of efficient cost
  - A proportion of payment will be linked to patient / population outcomes
  - A reduction in unnecessary transactions, to ensure efficient use of finance team resources, and a reduce transaction costs

## 7. Finance Staff Training & Development

7.1 The ways of working in this financial framework represent a significant shift in thinking from the previous ways of working that many of our staff have grown accustomed to. This requires a shift of mind-set and some focussed development to ensure staff have the necessary skills to support the transformation that we need to deliver in the system.

Currently we are undertaking some baselining work to understand:

- Current finance staff development activity in place across the system.

- Approaches to professional development
- Approaches to apprenticeships

7.2 Once we have an understanding of the baseline position we will be getting to an aligned position across the system and opening up finance training opportunities to all in the system not just within organisations. We will then scope further the different skills that are needed for the finance staff of the future taking the opportunity to drive innovation in current practice to modernise approaches to reporting to free up time that can be spent on supporting clinical services to develop.

7.3 We expect this to be through an increased focus on costing to support the value agenda and business case development to enable new pathways to be described taking a population health management approach. Much of these new skills require excellent people skills, managing relationships with different professional groups, being able to challenge in an effective manner. This will be a focus of our skills development going forward.

7.4 We recognise we have more to do to make NHS finance in BNSSG more representative of the population we serve and we will be looking to build into our approach to recruitment and training a focus that allows this to be addressed.

7.5 The finance staff development leads are coming together to carry out this initial piece of work with the DOF group with the expectation that a BNSSG finance conference will be held in Autumn 2021 to kick start this work.

## FINANCIAL FRAMEWORK APPENDIX 1 – Applicability of Financial Framework Elements

	BNSSG Clinical Commissioning Group (CCG)	North Bristol NHS Trust	University Hospitals Bristol and Weston NHS Foundation Trust	Avon and Wiltshire Mental Health Partnership NHS Trust	Sirona Care & Health	Bristol City Council	North Somerset Council	South Gloucestershire Council	South Western Ambulance Service NHS Foundation Trust	One Care
1) Overview & Purpose	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Healthier Together Joint Financial Principles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Focus on Value	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Understanding the cost of health & care services to enable value based decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Process for revenue & capital resource allocation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
4) Approach to joint financial planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> (partial)	<input type="checkbox"/> (partial)	<input type="checkbox"/> (partial)		
5) Management of risk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
6) Contracting principles & payment mechanisms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
7) System reporting, financial management & control mechanisms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
8) Finance staff training & development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

## Annex 8 – ICS Communications and Engagement Framework

### 1. Purpose

The purpose of this framework is to formalise the Healthier Together Partnership’s approach to delivering communications and engagement activity for the benefit of the population of BNSSG as we move towards statutory Integrated Care System (ICS) status.

### 2. Principles

Five principles underpin the way we work and will continue to work together, as set out below. These further build on and complement the core principles set out in the ICS Memorandum of Understanding (MOU), which are: *Individuals at the Centre, Subsidiarity, Collaboration, Mutual accountability and equality, and Transparency.*

These principles have been shaped by the whole-system Strategic Communications Group (SCG) which includes representation from every Healthier Together partner organisation. A similarly networked approach will be taken to Insights and Public Engagement, ensuring that we make best use of our collective strengths, expertise and experience at system-level in pursuit of our strategic goals.

Alongside each principle is an exposition of how we intend to live up to it, with 20 key points forming the basis of our approach to transition and ICS from April 2022. This includes both work currently in train and that yet to commence. We start from the clear position that Healthier Together Partner organisation communications and engagement teams will be retained, and that there is a strong appetite among communications teams and the Healthier Together leadership to further progress our collaboration for the benefit of the people we serve.

<p><b>1. Our approach will be evolutionary and ‘lock-in’ ways of working success</b></p>	<p><b>1. Flexibility and agility have been hallmarks of our joint work to date</b>, and this feature will be retained as we progress our collaboration toward and beyond statutory ICS status. The SCG will continue to work together to ensure clarity and consistency of message at ICS (1) level, and the ability to flex resource in response to need.</p> <p><b>2. Due to the dynamic and variable nature of the communications and engagement landscape</b>, we will continue to ensure regular touchpoints for key groups (e.g. 3x a week tactical calls, 2x a week strategic calls plus ad-hoc and project-specific approaches); as well as strategic relationship management with NHS England and Improvement. This approach is designed to ensure comprehensive yet agile oversight.</p> <p><b>3. The success of the Communications Delivery Unit (CDU) model</b>, highlighted as an exemplar in ICS communications practice, will be further built on to encompass whole-system implementation sub-groups for key strands of communications and engagement delivery, including restoration of services. The CDU’s work will be guided by the SCG.</p>
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	<p>4. <b>A whole-system approach to strategic communications</b> will be further embedded with the establishment of a Healthier Together planning tool and grid which will allow executive and programme team oversight of activity and priorities. Clear Terms of Reference (ToR) and a protocol for issues, crisis and reputation management will be developed, building on established processes and recent case examples of successful and integrated handling (e.g. Weston Hospital closure, led by UHBW comms and with wraparound system support including stakeholder cascade).</p> <p>5. <b>The SCG approach will be replicated in Insights and Engagement</b> to secure an equivalent forum for whole-system and aligned leadership among practitioners. This group will be the driving force behind the spread of people-centred design and a co-production ethos across our system. The establishment and sustainability of this forum is a priority for development.</p> <p>6. <b>Further mapping will be undertaken during this transition year</b> to better understand Healthier Together Partner organisation capacity, areas of duplication, and shared systems and processes. This will provide a baseline and pointers for further evolutionary change which can increase our collective impact and effectiveness – for example, adopting a single ICS (1) approach to procurement of media monitoring services or graphic design. This is a forerunner to broader strategy development (see point 13).</p>
<p><b>2. People and their experiences are our core purpose, our most compelling story and our strongest offer to the wider system</b></p>	<p>7. <b>We will prioritise the embedding of a people-centred design approach</b>, including working with the Design Council and emerging Integrated Care Partnerships (ICPs) (6) to ensure that service design starts and ends with what matters most to people. We will capture and share examples, accelerating the spread of improvement within our own system and more widely; and, working with other teams, evolve mechanisms to embed experience and insights measures in the evaluation of effective integration. We will create a People and Communities Charter which will detail how we collect and undertake community insight, engagement, and co-production and how we will ensure we engage with hard to reach and marginalised groups.</p> <p>8. <b>A system-wide intelligence dashboard will be created</b>, harnessing our existing citizen insight and experience sources, and complementing the PHM linked dataset. This will enable a more holistic understanding of experience and the generation of actionable insight to add value at all levels of decision-making (1, 3, 6).</p> <p>9. <b>Building on our work through the pandemic, we will centre storytelling approaches in our public communications</b>, creating engaging content with and for our diverse communities, humanising the transformation of health and care, and facilitating positive behaviour change. This accelerates the approaches taken to both the 2020 system flu campaign and Covid-19 vaccination, where use of insight and co-production of content have been significant factors in success.</p> <p>10. <b>It's important that the wider system understands what strategic communications and engagement can do for them</b> (and just as importantly, what it can't). Through transition, we will develop a</p>

	<p>toolkit for system teams, steering groups etc. setting out our offer and approach, signposting to support and highlighting clear routes for contact and escalation of issues. This will support effective horizon scanning and issues management by the SCG.</p>
<p><b>3. Our activity will increasingly meet three conditions: strategically aligned, driven by insight and underpinned by evaluation</b></p>	<p><b>11. The SCG is identifying opportunities to prioritise communications activity</b> that will achieve the greatest population impacts in line with system 5 Year Plan goals (a value-based approach). These opportunities, and the ability to respond to them, are likely to increase as our collaboration develops. We are putting a series of mechanisms in place to support this, including:</p> <ul style="list-style-type: none"> <li>• <b>Pursuing academic evaluation partners to support impact measurement and improved understanding of communications interventions.</b> This will allow us to optimise our approach to audience segmentation, message optimisation, A/B testing and citizen engagement; including the use of deliberative and creative approaches.</li> <li>• <b>Formalising SCG alignment to Healthier Together steering groups and the six ICPs</b>, with the relative value of each (in relation to our resourcing), being assessed and tested currently.</li> <li>• <b>Ensuring full SCG alignment to the development of the system shared insights and experience dashboard (point 8), which will allow us to respond in real-time to trends and issues.</b> While the dashboard will meet a wider system need, it will be imperative to ensure an integrated communications route for understanding signals in the data and using this to refine activity and priorities.</li> </ul> <p><b>12. Taking these steps will leave us better positioned to make a significant impact on the health inequalities agenda;</b> improving population health literacy, championing and elevating community voices, building trust among marginalised groups, breaking down barriers to access and ensuring that citizen voice and experience informs everything we do.</p> <p><b>13. A co-created Communications and Engagement strategy</b> will be designed and agreed, detailing aims, objectives, audiences, activity and costs. This will include recommendations on our approach to brand and digital communications.</p>
<p><b>4. Subsidiarity is a critical lens we will apply to all priorities and projects</b></p>	<p><b>14. As a group, we understand the wider system principle of subsidiarity</b> which holds that decisions taken closer to the communities they affect are likely to lead to better outcomes. While it is not yet clear or settled as to the optimal balance of communications and engagement resourcing required at each level (1, 3, 6) in order to drive effective change for our population, we will be applying this principle as a critical lens through transition to help reach a view.</p> <p><b>15. Work is currently underway to establish a communications and engagement plan to support Integrated Care Partnership development</b>, including potential alignment or embedding of some system communications professionals at ICP (6) level. This is further complemented by the people-centred design programme (point 7). Ensuring that a 'golden thread' of communications and engagement</p>





	<p>good practice runs through every level of the system is a priority for transition and next year, and scoping is currently being undertaken on specific requirements within General Practice.</p> <p><b>16. We will develop two small-scale test-and-learn approaches to behaviour change communications</b>, working with ICPs as pilot sites. These will build on learning garnered through our 111 First insights work, flu and Covid-19 vaccinations. We would like these to be the focus of the evaluation partnership (point 11).</p>
<p><b>5. Seamless communication fast-tracks trust, transformation and collaboration</b></p>	<p><b>17. The new structures will necessitate a refresh of our system/internal and corporate communications.</b> Undertaking system-level stakeholder/audience mapping and ensuring that channels/updates are fit for the future is a key priority for pre-transition and as the new ICS structures bed in.</p> <p><b>18. Work is already underway to align strategic communications advice</b> and support to the system people and workforce group as a priority, recognising this as a critical area where effective communications can drive an impact – particularly in times of change.</p> <p><b>19. During transition, we will be further scoping the requirements for an internal/system communications approach to clinical leadership</b> (including Clinical Cabinet) and the spread of system learning, including that generated from serious incidents.</p> <p><b>20. Building on work undertaken throughout the pandemic, we will be making recommendations to the Healthier Together Executive Group on a refreshed system approach to political engagement.</b> This is likely to include more joint-briefings and improved corporate communication flows, particularly to Councillors.</p>

### 3. Delivering the programme

To bring the framework to life, we will take a programme approach to delivery, which will encompass the following as overarching strands. The 20 points above all fit beneath one of these programme areas:

Project	Timeline
Corporate and system communications refresh	Q3 21/22
Political engagement strategy	Q3 21/22
Embedding People-Centred Design	Q4 21/22
Communications and Engagement strategy development	Q2 22/23
System-wide intelligence dashboard	22/23 TBC

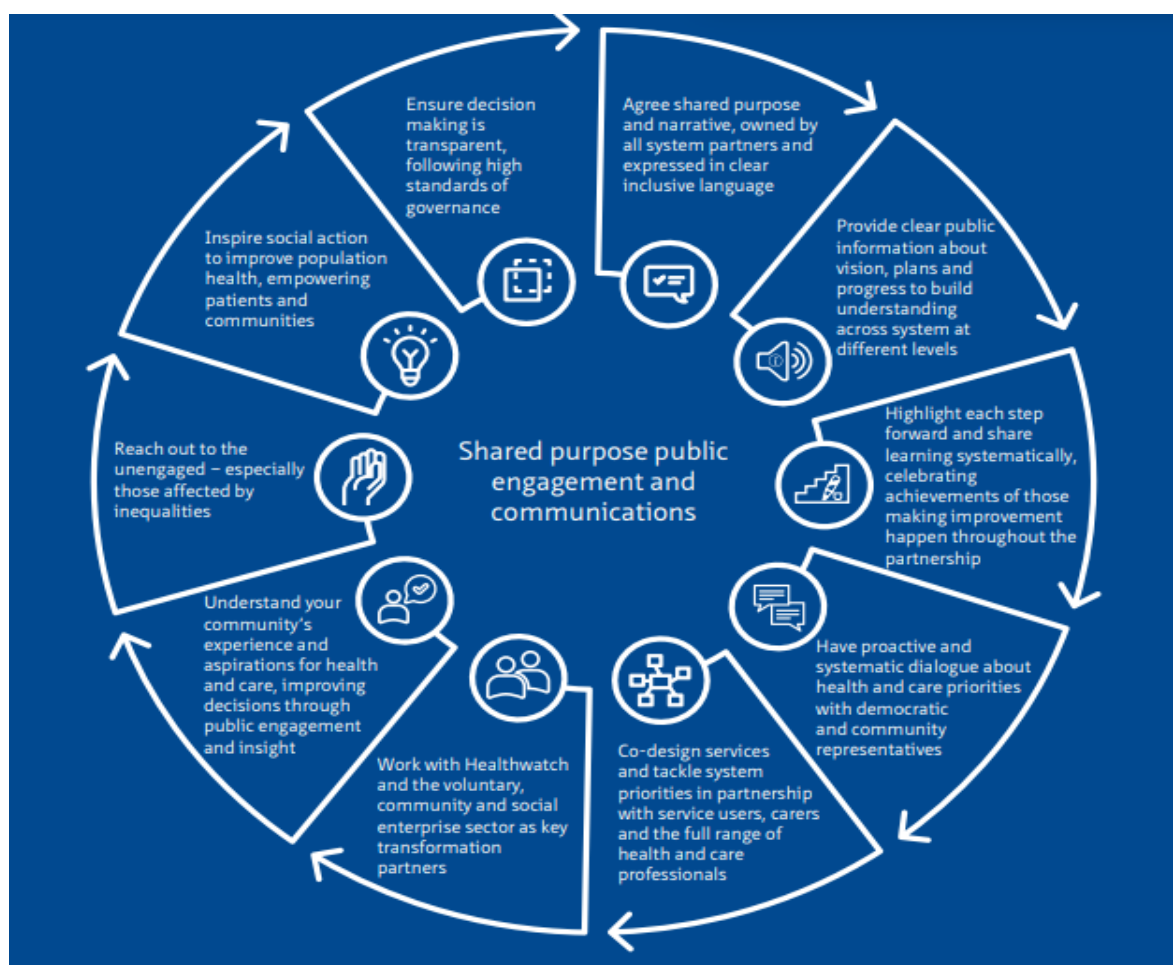
Delivery is contingent on PMO support and budget, and the next step would be to develop and bring forward business cases that relate to the strands of activity.



#### 4. Our approach to forward planning, assessing progress and managing risk

We are testing the appetite for quarterly forward planning and progress assessment cycles for the SCG, to be undertaken in the form of practical half-day workshops (similar to those used to design and agree this framework). These must remain purposeful, timely and high-value (reflecting principle 1, point 1).

The SCG will be in a position to report our progress against the relevant ICS strategic goals from April 2022, and outline system communications risks and mitigations. We are currently using the NHS Confederation’s Common Purpose wheel to assess our maturity and guide development. This is copied below.



## Annex 9 – ICS Organisational Development Plan

### Contents

- 1 What OD is, and why it matters
- 2 Links with the People Programme and the ICP OD Plan
- 3 OD Framework
  - 3.1 Culture, Identity and Belonging
  - 3.2 Systems Leadership
  - 3.3 ICS Transition
- 4 Implementation Plan
  - 4.1 Phase 1: Diagnosis and gap analysis
  - 4.2 Phase 2: Launch & Engage
  - 4.3 Phase 3: Implement & Deliver



## 1. What OD is, and why it matters

*Organisational development is a planned, comprehensive and systematic process for applying behavioural principles and practices to increase individual, organisational and system effectiveness, creating the conditions and culture to enable people to perform at their best.*

CIPD [www.cipd.co.uk](http://www.cipd.co.uk)

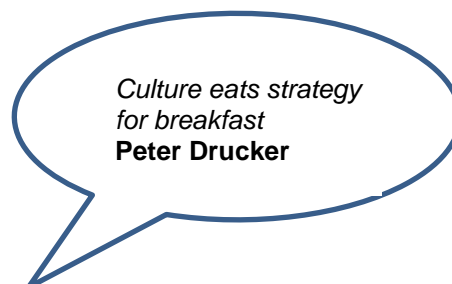
The conditions and culture our leaders create can help or hinder the achievement of our system goals. Failure to address cultural issues, particularly at times of significant change, can result in low morale, poor working relationships, inability to meet targets, absenteeism or high staff turnover.

*Integration and innovation: working together to improve health and social care for all* sets out an ambitious vision for system change, which will impact on every team in BNSSG, and it has never been more important to pay attention to our people and culture. This OD plan is intended to help our ICS to achieve our vision, mission and goals, and will support the delivery of our MOU. It is intended to build on the great work already achieved within BNSSG through the People Programme.

In order to make our ICS successful, and to deliver on our MOU, we need to pay attention to our culture. This means we need to ensure that we understand what our desired end states are in terms of culture and leadership. We will draw on the Johnson and Scholes OD Model, and use OD tools to undertake a gap analysis.

Our MOU sets out five principles:

- **Individuals @ Centre**
- **Subsidiarity**
- **Collaboration**
- **Mutual Accountability & Equality**
- **Transparency**



As the quote from Peter Drucker explains, a powerful and empowering culture is an important part of delivering on strategic success.

## 2. Links with the People Programme and the ICP OD Plan

This work is not a separate entity but is fully integrated into our System People Plan.



The focus of the **People Programme** is in attracting, retaining, developing and supporting our staff, establishing common systems, terms and conditions and sharing resources. The **OD Framework and Plan** is primarily about culture and leadership, and how we support the transition to a legal ICS. The People Programme is delivered by and through the People Steering Group, but the culture and leadership changes need to be delivered through and by the Senior Leadership of the Integrated Care System. These both also link with the **ICP OD**, and their joint endeavour should help create and promote total inclusivity, be a powerful common thread to promote improved equality and diversity within our health economy and community, connected through the common thread of equality and diversity.

## 3. Organisational Development Framework

The core of our OD Framework and Plan has three components:

1. Culture, Identity and Belonging
2. Systems Leadership
3. ICS Transition

For each of these three areas, in the following section, we have identified where we would want to be, the actions required, and how we will measure our success.

### 3.1 Culture, Identity and Belonging

*One of the key goals in organisational development.....has been to find a way of creating cultures that are flexible and innovative and where individuals take responsibility for results – moving away from bureaucratic silos where formulaic approaches dominate.*

[www.managementcentre.co.uk](http://www.managementcentre.co.uk)

#### Where we are:

- Our partner organisations each have their own cultures and subcultures, and whilst we have established a track record in some areas for collaborative working, we have a significant journey for staff to also have a sense of belonging and identity in relation to our ICS. Many of our new models of care will require different staff from different teams to work together and organisational identity can be a barrier to



people working effectively together. We need to break down these organisational barriers.

### Where we want to be:

- Our culture places **individuals at the heart**, recognising the **power of collaboration**, as we work together, as **one health and care system**
- We have an **outward mindset, focussed** on collective results, enabling us to have difficult conversations about resource allocation, and allowing us to see new possibilities for solutions.
- Our enabling culture will give our talented, dedicated workforce permission to be creative and innovative.
- We have a culture where we can work together and learn together across sectors and teams.
- Our overarching shared passion and compassion for delivering excellent patient centred care is in the very core of our collective DNA.

### What we will do:

- **Improve the experience of working and living** in the health and care system and create and support a sense of **belonging and identity** for the whole ICS workforce
- Develop a system approach to **listen, hear, respect and act upon** the lived experience of staff and patients to improve health inequalities
- Establish a culture through our Learning Academy where **learning and continuing development** of all staff across the system is actively encouraged, and barriers are identified and removed
- As part of our diagnosis phase, we will undertake a **cultural audit** so that we understand the gap between the culture we have and what we aspire to, including feedback from staff and our leaders, and an analysis of the things we value and reward as a system, and where key barriers are, so we can address them together.
- Deliver a community focussed Equality, Diversity and Inclusion (EDI) Strategy promoting inclusivity across all inputs and outputs

### Measured by:

- Staff engagement scores, pulse survey data, reduced leaver rates, exit data, reduced sickness absence, evaluation from our OD programme, diversity

## 3.2 Systems Leadership

### Where we are:

- We have delivered some successful systems leadership programmes, such as Peloton and Arbinger
- However, we need to maximise our impact, address the lack of diversity among our leaders evidenced through our WRES data and support our leaders through the new and significantly different challenges to lead through the transition during 2021/22.

### Where we want to be:

- **Collaboration and systems leadership** underpin our ways of working and leaders **listen to staff** and find ways to involve them in decision making

- Leaders are **clear on how they need to behave** to perform effectively and deliver our system vision
- Our future leaders are able to **grow talent, coach and lead** across diverse, cross organisational, multi professional teams and we have a diverse pipeline of future leaders
- Leaders ensure that their organisations **leverage their role as anchor institutions** to promote local social and economic growth in the wider community, address inequalities at the heart of poor health and improve health outcomes for the population.

#### What we will do:

- Ensure leadership standards are **embedded in place-based practices**: recruitment, performance, appraisal, conduct and development
- Hold senior leaders to account for the delivery of the **People Promise**
- Find new and more cost-effective approaches to **maximise the benefits** of our investments in our Peloton and Arbinger systems leadership programmes for example, Train the Trainer, and building alumni task forces
- Build the “**Outward**” **mindset** across our leaders and teams, utilising an agreed model and framework for maximum impact.
- Use Peloton Alumni to work on working groups to achieve ICS goals

#### Measured by:

- Significant numbers of managers trained and working differently as a result, sustainable and consistent leadership development, diverse talent pipelines established, leaders more representative of the communities they serve, extent to which our ICS MOU principles are being delivered, positive employee engagement scores.

### 3.3 ICS Transition

#### Where we are:

2020/21 is a key transitional year, with changes and challenges ahead which include:

- Implementation of new partnership governance
- New approaches to subsidiarity including the establishment of Provider Collaboratives, ICPs and a new, legally constituted ICS
- The transfer of CCG functions and staff to different organisations, working in different ways

#### Where we want to be:

- New governance structures are established, and there is clarity about the respective roles and functions of organisation, place and ICS
- CCG transition has taken place in line with system wide agreed approaches with transparent and equitable processes, and staff feel engaged and well supported

#### What we will do:

- Ensure that the agreed approaches to governance are reflected in, and supported by our system wide OD plan
- Offer advice and guidance on system wide approaches to managing workforce change in the context of national guidance and local organisational policies and systems

#### Measured by:

- Retention in the system of skilled, staff currently working in the CCG, Equality Impact Assessment showing positive impact on diversity, staff feedback and engagement scores, flourishing ICS and delivering on our MOU and supporting frameworks

#### 4. Implementation Plan

OD specialist commences	0-4 months PHASE 1 DIAGNOSIS & PLANNING	Gateway- Diagnostic report and plan to Chief Execs	4-6 months PHASE 2 LAUNCH & ENGAGE	Progress report to Chief Execs	6-12 months PHASE 3 IMPLEMENT & DELIVER	Final report / next steps to Chief Execs
	Review and diagnosis of OD interventions		Stakeholder engagement including ICPs		Deliver OD plan of interventions and monitor impact	
	Success criteria/KPIs identified		Implementation plan		Final report and next steps	
	Business case for Arbinger		Arbinger framework for delivery established		Arbinger delivers measurable impact on system working	
	Develop an opportunity map for Peloton		Previous Peloton cohorts re-energised		Peloton alumina teams working on system change	
	Identify a resource and skills analysis of our Transformation, Leadership Development and Transformation teams		Transformation and OD practitioners networked and engaged		Transformation and OD practitioners taskforces engaged in delivering the ICS OD Plan	
Review of leadership programmes in organisations	Create leadership framework to support desired future states	Adjust leadership development provision to ensure system focus				

##### 4.1 Phase 1: Diagnosis and gap analysis

**Objective:** To identify and articulate what we need to improve in order to achieve our desired future culture, leadership and behaviours, through a robust analysis process, using evidence-based tools

Our Diagnosis process will include the following three steps:

- Step 1:** Identify our desired future end states as an ICS, linked to the principles in our MOU, our Vision, Mission and Purpose, and the *NHSI/E 9 outcomes-focussed people functions*
- Step 2:** Using evidence based diagnostic tools such as the *Johnson and Scholes Cultural Web* and *Birke Litwin model* (see appendix), analyse the gap between our desired future states and the current position
- Step 3:** Develop plans to address areas of weakness and identify metrics such as staff survey feedback, pulse surveys, leaver/ recruitment data, sickness absence, diversity data to act as a baseline and to monitor our progress. A business case and dissemination approach to deliver an “outward mindset” will be developed as part of this phase including a “train the trainer” model.

##### 4.2 Phase 2 - Engagement

**Objective:** To engage with stakeholders to foster commitment to our OD plan and create networks to deliver, thereby maximising our leverage and impact



This phase will be focussed on building, engaging and motivating networks and stakeholders which will include:

- **3 cohorts of Peloton**
  - **Step 1:** alumina event to re-energise, re-connect and refresh tools
  - **Step 2:** task and finish groups on relevant, common system transformation priorities or issues– these tasks will be assigned by a “Think Tank”
- **OD, Leadership Development and Transformation practitioners**
  - **Step 1:** mapping of practitioners – skills, remit and opportunity
  - **Step 2:** system event and harnessing to refocus on the system OD plan
  - **Step 3:** using existing organisational programmes to deliver an Outward mind-set/collaborative working
- **ICP stakeholders**  
Continue to support and offer advice to ensure consistency, enabling collaboration and not competition for scarce skills, and working in partnership with shadow ICPs to enable consistency of approaches to OD across the ICS and ICP stakeholders.

### 4.3 Phase 3: Implementation

**Objective: To implement our OD plan, designed to address the key areas identified in our diagnostic phase, using collaborative resources across our teams, harnessed through our engagement phase**

Actions to implement our OD plan will be identified as part of the diagnosis but may include:

#### 1. Culture, Identity and Belonging

- Utilising OD/Transformation networks and **“Task forces” to expedite system change** and build and embed a new cultural identity for the ICS
- **Building the “Outward” mindset** across our leaders and teams, utilising an agreed model and framework for maximum impact
- **Work with the People Programme to revise the Workforce Strategy** to support the *NHSI/E 9 outcomes-focussed people functions* to align our People Operating Model with the needs of our ICS

#### 2. System Leadership

- **Maximising the benefits of our previous investments in Peloton**, releasing future benefits through multi-organisational groups working together to achieve system transformation
- **Ensuring our approach to leadership development and our talent pipeline** enables greater diversity of future leaders

#### 3. ICS Transition

- **Supporting our ICS transition**, enabling people across teams and organisations to work together in new and different ways



- **Providing advice and support on ICS and ICP transition** to align with cross organisational processes
- **Support CCG and system transition to** ensure alignment with agreed system wide processes

**OD PLAN APPENDIX 1: OD Models to underpin our OD Plan**

**Appendix 1.1 Johnson and Scholes Cultural Web**

Gerry Johnson and Kevan Scholes, 1992

- **Stories** – The stories we tell provide an insight into what we value and what we regard as great behaviour.
- **Rituals and Routines** – The daily behaviour and actions of people that signal acceptable behaviour. This determines what is expected to happen in given situations, and what is valued.
- **Symbols** – The visual representations including logos, our paperwork and where we have our meetings.
- **Organizational Structure** – This includes both the formal structure and the unwritten lines of power and influence that indicate whose contributions are most valued.
- **Control Systems** – These include financial systems, quality systems, and rewards (including the way they are measured and distributed within the system).
- **Power Structures** – The pockets of real power may involve one or two key senior executives or a whole group of executives. The key is that these people have the greatest amount of influence on decisions, operations, and strategic direction.



**Appendix 1.2 Burke Litwin OD Model**







## Annex 10 – ICS Clinical and Care Professional Leadership Principles

### 1. Introduction and background

- 1.1. Clinical and care professional leaders play a key role within our ICS in improving outcomes for the people of BNSSG and delivering consistent clinical and care standards. To achieve our vision, we must cultivate such leadership across the system, and develop a culture that actively encourages clinical and care professional leaders to thrive and lead patient and population focussed change.
- 1.2. Clinical and care professionals reflect a rich diversity of professions across the partnership, including health, social care, and the VCSE sectors. Clinical and care professional leaders are distributed across every organisation and level of the system, from directors of medicine, nursing, and social care to front-line staff that interact with people in the community.
- 1.3. Clinical and care professionals play a central role in setting and implementing ICS strategy. We shape and make system decisions together, alongside colleagues in leadership, operations, and finance.

### 2. Clinical and care professional leadership principles

- 2.1. To enabling a thriving integrated care system for the people we serve, clinical and care professionals are committed to working together and abiding by the following principles:

<p><b>How we work together across our ICS</b></p>	<ul style="list-style-type: none"> <li>1. We <b>engage, listen to, and consider the impact and experience of the people we serve and those who work in our services</b>; we communicate with the public with credibility and authenticity</li> <li>2. We actively shift the thinking upstream to focus on <b>prevention, earlier intervention, and the reduction of health inequalities</b></li> <li>3. We <b>prioritise investments based on value</b>, ensuring equitable and efficient stewardship of system resources, and we take shared ownership in driving this</li> <li>4. We act on insights from <b>pooled information and intelligence to reduce unwarranted variation and improve standards</b></li> <li>5. We are committed to working together as an <b>equal partnership</b></li> </ul>
<p><b>Our culture and role as clinical and care professionals in the ICS</b></p>	<ul style="list-style-type: none"> <li>6. Across the system, we <b>do the right thing for the patients we serve</b>, even when it is challenging for us or our individual organisations</li> <li>7. We <b>continuously improve</b> – we will try things together, learn, evaluate, and make changes to improve; we are actively promote evidence-informed innovation and learning across the system</li> <li>8. We work in partnership with system executives and managers to drive clear and <b>transparent decision-making</b></li> <li>9. We actively shape the agenda of the ICS; <b>we understand how to engage to drive change and our role in it</b></li> <li>10. We engage in honest, respectful, and open dialogue amongst clinical and care professional leaders, and we strive to build</li> </ul>



	<p>confidence that we can <b>trust</b> one another's patient assessments and recommendations</p> <p>11. We identify and develop clinical and care professionals at all levels in an <b>inclusive manner</b></p>
<p><b>How we manage quality and risk</b></p>	<p>12. We are <b>committed to quality improvement</b> across all clinical and care professionals, and we embed this across the system (e.g., performance)</p> <p>13. We manage quality at the right level (e.g., neighbourhood, place, provider collaboratives, system) to improve the health and wellbeing of the local population, following the principle of <b>subsidiarity</b> and acknowledging one-another's statutory responsibilities</p> <p>14. We <b>collectively own, share and take accountability for managing risks</b>, particularly when serious quality issues arise</p> <p>15. We <b>establish a just safety and learning culture</b>, enabling system-wide learning from serious incident, never events, and safeguarding issues</p>

### 3. Taking this forward together

We are committed to ongoing improvements to our clinical and care professional leadership as we develop as an ICS. We will build on our system-wide working relationships and evolve our current working arrangements based on input from across our system and through peer review from clinical and care professional colleagues from other ICSs.

# Equality Impact Assessment [version 2.9]



Title: MOU Bristol, North Somerset and South Gloucestershire Integrated Care System	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input checked="" type="checkbox"/> Function <input type="checkbox"/> Service <input checked="" type="checkbox"/> Other [please state]	<input checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Bristol City Council	Lead Officer name: Hugh Evans
Service Area: All	Lead Officer role: Executive Director - People

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

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

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

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

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

This MOU describes the relationship between partner organisations who are members of the new Integrated Care System (ICS) for Bristol, North Somerset and South Gloucestershire.

Integrated Care Systems are partnerships which will work together to deliver health and care and reduce inequality for their populations. They will become legal entities from April 2022.

The Bristol, North Somerset and South Gloucestershire ICS system is known as Healthier Together.

Bristol City Council is one of the Healthier Together (ICS) partner organisations. Other partners include:

- North Somerset Council
- South Gloucestershire Council
- United Bristol and Weston Healthcare Trust
- North Bristol NHS Trust
- Sirona Health and Care
- Bristol, North Somerset and South Gloucestershire Health Watch
- South Western Ambulance Service
- One Care (representing GPs)

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

<input checked="" type="checkbox"/> Bristol City Council workforce	<input checked="" type="checkbox"/> Service users	<input checked="" type="checkbox"/> The wider community
<input checked="" type="checkbox"/> Commissioned services	<input checked="" type="checkbox"/> City partners / Stakeholder organisations	
Additional comments: The Integrated Health System will have significant impacts		

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

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

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

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

<input checked="" type="checkbox"/> <b>Yes</b>	<input type="checkbox"/> <b>No</b>	[please select]
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It is the intention of the Integrated Care System that health inequality will be reduced.

## Step 2: What information do we have?

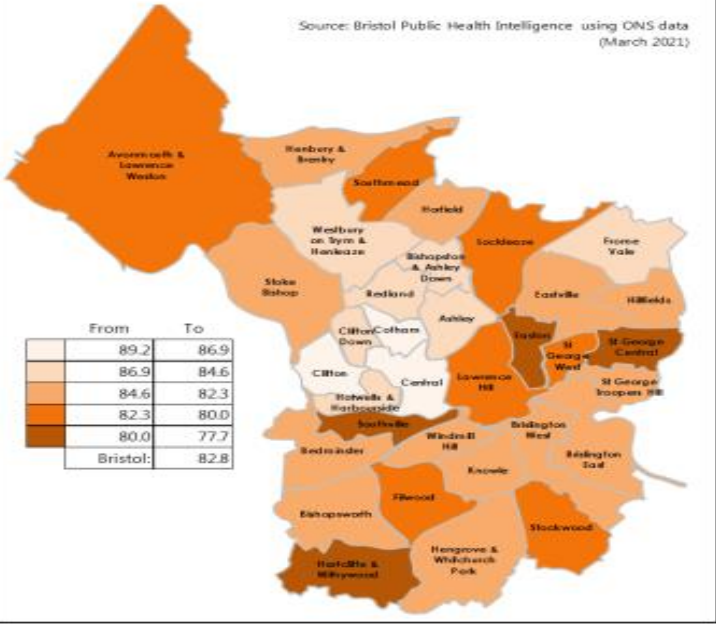
### 2.1 What data or evidence is there which tells us who is, or could be affected?

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

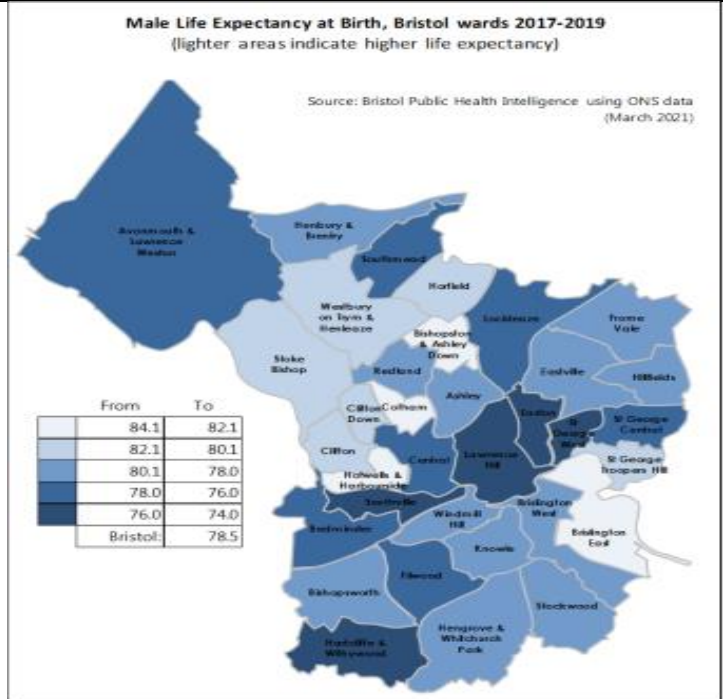
Use one row for each evidence source and say which characteristic(s) it relates to. You can include a mix of qualitative and quantitative data e.g. from national or local research, available data or previous consultations and engagement activities.

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

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

Data / Evidence Source [Include a reference where known]	Summary of what this tells us																					
Bristol JSNA	Describes the disparities in health outcome which are both geographic and within communities. Uses data from a wide range of sources including Office for National Statistics, Bristol City Council, NHS Digital, BNSSG Clinical Commissioning Group, Department of Health. Looks at health outcome differences (e.g. in life expectancy and disease incidence) in different groups such as gender and age.																					
Quality of life	Describes disparities in healthy behaviours, personal experiences and perceptions within Bristol geographical by ethnicity, sex, age, sexuality. Covers healthy behaviours such as smoking and exercise, perception and experience of crime and safety, impacts of covid.																					
Young People	Overall, there are more children living in Bristol than people aged 65 and over. Bristol's 85,700 children make up 18.4% of the total population, i.e. almost 1 in every five people living in Bristol is aged under 16.																					
Female life expectancy by Ward	<p style="text-align: center;"><b>Female Life Expectancy at Birth, Bristol wards 2017-2019</b> (lighter areas indicate higher life expectancy)</p> <p style="text-align: right; font-size: small;">Source: Bristol Public Health Intelligence using ONS data (March 2021)</p>  <table border="1" data-bbox="767 1211 979 1361"> <thead> <tr> <th></th> <th>From</th> <th>To</th> </tr> </thead> <tbody> <tr> <td style="background-color: #f9cb9c;"></td> <td>89.2</td> <td>86.9</td> </tr> <tr> <td style="background-color: #f4cccc;"></td> <td>86.9</td> <td>84.6</td> </tr> <tr> <td style="background-color: #f08080;"></td> <td>84.6</td> <td>82.3</td> </tr> <tr> <td style="background-color: #e69d00;"></td> <td>82.3</td> <td>80.0</td> </tr> <tr> <td style="background-color: #d9534f;"></td> <td>80.0</td> <td>77.7</td> </tr> <tr> <td style="background-color: #c44e52;"></td> <td>Bristol:</td> <td>82.8</td> </tr> </tbody> </table>		From	To		89.2	86.9		86.9	84.6		84.6	82.3		82.3	80.0		80.0	77.7		Bristol:	82.8
	From	To																				
	89.2	86.9																				
	86.9	84.6																				
	84.6	82.3																				
	82.3	80.0																				
	80.0	77.7																				
	Bristol:	82.8																				

Male Life Expectancy by ward



Percentage of respondents reporting below average mental wellbeing (Bristol Quality of Life Survey)

65 year and older	16.6%
16 to 24 years	30.9%
lesbian, gay or bisexual	27.6%
disabled	44.4%
Bristol average	19.7%

Percentage of respondents obese (Quality of Life Survey)

White	16.6%
black / black British	39.6%
Bristol average	17.1%
disabled	36.1%

Bristol Population LGB  
Source: ONS 2011 Census %

In 2020, 9.3% of respondents identified as LGB, in 2019 this figure was 9.2%, and in 2018 it was 8.1%, giving an approximate estimate of 9.1% LGB in Bristol.

Bristol Population Trans  
Source: ONS 2011 Census %

The annual Bristol Quality of Life (QoL) survey includes the question “Do you think of yourself as a transgender person?” However, the number of respondents to the survey who say that they identify as transgender is too small for the sample size of the QoL survey to produce robust population estimates.

Bristol Population by Ethnic Group Source: ONS 2011 Census %

Full ethnic group breakdown Broad ethnic groups White: White British (WB) 77.9% White Minority Ethnic (WME) 6.1% Black, Asian, Minority Ethnic (BAME) 16% Other: 0.9%

ONS 2011 Census Marital Status %

47.0% Married 36.3% In a registered same-sex civil partnership 0.3% Separated (but still legally married or still legally in a same-sex civil partnership) 2.4% Divorced or formerly in a same-sex civil partnership which is now legally separated 6.3% Widowed or surviving partner from a same-



	sex civil partnership 5.8% All usual residents aged 16 and over 100%
ONS 2011 Census Religion %	Christian 46.8% Jewish 0.2% Muslim 5.1% Pagan 0.1% Hindu 0.6% Other 0.5% Buddhist 0.6% No religion 37.4% Sikh 0.5% Religion not stated 8.1%
<b>Additional comments:</b>	

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

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

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

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

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

There is significant health data at local level around age, gender, geography and deprivation. This is supported by ongoing engagement, listening and coproduction with local communities. National health reports and evidence is used to inform local action. New data sets from the NHS called Population Health data sets, are beginning to provide more detail on health outcomes.
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## 2.4 How have you involved communities and groups that could be affected?

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

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

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

The development of the Integrated Care System is the latest stage of process which was previously called the Sustainability and Transformation System. Both systems are known as Healthier Together. These developing systems have had local involvement through locality partnerships, which have included a range of opportunities to engage.
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## 2.5 How will engagement with stakeholders continue?

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

Ongoing engagement will be extremely important. This will happen at locality level through neighbourhood Integrated Care Partnerships. Community partners are involved in these partnerships.

Bristol will need to ensure that the diverse needs of its communities are informed and engaged. This will be a key responsibly of the Bristol Health and Wellbeing Board.

### Step 3: Who might the proposal impact?

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

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

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

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

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many groups)	
Bristol accounts for almost 50% of the ICS population. Bristol has the most diverse population within the ICS area. Bristol has the highest level of health entrenched inequality, years of lives lost and healthy years of life lost.	
<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Bristol has a younger population profile than the rest of the ICS area. With a tendency for the system to focus on older age and adult social care there is a possibility that the health needs of Bristol's children and families may be overlooked.
Mitigations:	Bristol's Director of Education is chairing the Maternity and Child Health Transformation Group. Bristol's Director for Children's Services is now a full member of the HWBB. A new Bristol Children's Board has been established to ensure the voice of children and families is strong and influencing policy and programmes.
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	The impacts of the ICS should be positive for older people, with better and more integrated services, including community prevention – nearer to home
Mitigations:	Director for Adult Services is now a full member of the Health and Wellbeing Board. Director for Adult Services a full member of the Integrated Care Services Transformation Group and Chair of the Bristol Integrated Care Partnership joint working group. Older Peoples Organisations and Forums are active partners in the transformation process.
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	The impacts of the ICS should be positive for disabled people, with better and more integrated services, including community prevention – nearer to home  There will be impacts on people accessing mental health services or living with mental health conditions through the reorganisation of mental health services. People with mental health conditions are known to have poorer health outcomes than the general population.  There will be impacts for People with a Learning disability who are known to experience poorer health outcomes than the general population.
Mitigations:	A new Bristol Commission for Disability will hold the system to account. Disabled people and Disabled Peoples organisations will be active partners in the new system through locality boards and engagement processes.

	<p>There are a range of co-production forums to support the redesign of mental health services and informing the Mental Health Transformation Programme.</p> <p>There is a Learning Disability, and autism, Transformation Programme, and engagement with learning disability and autism individuals and communities needs to be at the heart of this work.</p> <p>The Bristol Health and Wellbeing Board will oversee progress on Disability and health equity.</p>
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	There are known differential health impacts between men and women
Mitigations:	These differentials will be identified and monitored routinely through the Bristol JSNA and action advised via the Bristol Health and Wellbeing Board to the ICS
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	There are known differentials in health impacts resulting from sexual orientation in the access of health and care services.
Mitigations:	Bristol will work with health and care partners and LGBTQ+ people to identify barriers to health and care.
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	The experience of pregnancy and maternity services are key essential services under the domain of the ICS. Bristol has the highest proportion of women within this age group and the highest levels of poverty and most diverse communities accessing maternity services.
Mitigations:	The Bristol Director of Education is the Chair of the Children and Maternity Transformation Group. A Consultant in Public Health with a specific remit for children and families supports this work.
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Gender Reassignment is a growing issue, particularly for young people
Mitigations:	<p>Closer working between the local authority, health partners and schools will support young people and their families.</p> <p>For adults, closer working between NHS England and the ICS will ensure effective, timely and sensitive pathways of care.</p>
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Bristol has ethnic greater diversity than other areas of the ICS. Health Disparities arising from ethnicity and race are well known.
Mitigations:	Bristol has established a Race Equality Covid Group, this will become a Race Equality and Health Group. Bristol also has an established Race Commission and City Race Equality Leaders Group. These Groups and functions will be supported by the council and the Health and Wellbeing Board to hold the system to account through constructive challenge and advice.
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Bristol has diversity of religion and belief. Health and Care Systems will need to be culturally competent in order to deliver equitable access to health and care.
Mitigations:	Bristol City Council and Bristol Health and Wellbeing Board will need to ensure that diversity of religion and belief are understood and addressed by the new ICS system.
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Potential impacts:	Bristol has large areas of socio economic deprivation with poor health outcomes . There is a risk that these are less visible and may get overlooked in a wider population (BNSSG) denominator
Mitigations:	The formation of smaller neighbourhood based Local Care Partnerships will enable a better analysis of socio -economic health need.  Bristol City Council and the Bristol Health and Wellbeing Board will engage with the new Integrated Health Local Partnerships, monitor outcomes and advocate for necessary change.  The Bristol Public Health team provides active leadership for the Population Health, Health Inequality and Prevention Workstream. The focus of this work is to identify the drivers and opportunities to reverse and reduce health inequality.
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Any change or transformation to Health and Care will impact disproportionately n those who care.
Mitigations:	The intention is that changes from the ICS are positive for Carers. Ongoing active engagement with Carers, support networks and families will be vital to ensure that these changes are positive. Healthwatch and a Carers advocacy organisation are members of the Health and wellbeing Board. Bristol has a Carers strategy, which is supported by the Director for Adult Services
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	
Mitigations:	

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

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

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

It is the intention of the ICS that experience of health and care will improve. That it will be more local, more flexible and provide more diverse services which are person centred

## Step 4: Impact

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

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

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

<b>Summary of significant negative impacts and how they can be mitigated or justified:</b>
Negative impacts would be unintended consequences of this national policy initiative. None would be justifiable.
<b>Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:</b>
Bristol City Council and Bristol Health and Wellbeing Board will be responsible for ensuring that that there are no negative impacts for Bristol communities and that if these are identified that the ICS takes action to address these.

## 4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale
Bristol City Council and Bristol Health and Wellbeing Board to establish systems to monitor impacts of the ICS on Bristol communities.	Hugh Evans Executive Director - People	By April 2022
If negative impacts are identified that Bristol City Council and Bristol Health and Wellbeing Board ensure that the ICS takes action to address these	Hugh Evans Executive Director - People	From April 2022


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

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

An equality impact framework will be produced.

## Step 5: Review

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

<b>Equality and Inclusion Team Review:</b> Reviewed by The Equality and Community Cohesion Team	<b>Director Sign-Off:</b>  Hugh Evans, Executive Director People
Date: 22/ 09/2021	Date: 22/09/2021

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