

Cabinet Agenda



Date: Tuesday, 18 January 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, Po Box 3176, Bristol, BS3 9FS

E-mail: democratic.services@bristol.gov.uk

Date: Monday, 10 January 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 18 January Cabinet



is 12 noon on Monday 17 January 2022. These should be sent, in writing or by e-mail to: 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 18 January Cabinet is 5.00 pm on Wednesday 12 January 2022. These should be sent by e-mail to: democratic.services@bristol.gov.uk

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

3. Apologies for Absence

4. Declarations of Interest

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

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

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



(subject to a maximum of three items)

6. Reports from scrutiny commission

7. Chair's Business

To note any announcements from the Chair

PART B - Key Decisions

8. Budget Monitoring Outturn Report P8

(Pages 9 - 56)

**9. 2022/23 Budget Report and Treasury Management Strategy
(Including Public Health)**

(Pages 57 - 261)

10. Dedicated Schools Grant (DSG) Budget Proposals

(Pages 262 - 302)

**11. Housing Revenue Account (HRA) Budget and Business Plan
2022-2023**

(Pages 303 - 409)

12. Procurement of Collection and Enforcement Agent Services

(Pages 410 - 425)

13. Corporate Debt Management Policy

(Pages 426 - 459)

14. Ethical & Equitable Investment Policy (EEIP)

(Pages 460 - 488)

15. Repair and Maintenance Contract Extension

(Pages 489 - 504)

16. YTL Arena Bristol – Travel Mitigations

(Pages 505 - 607)

17. West End Multi Storey Car Park



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- (Pages 608 - 611)
18. **Future Energy Supply**
- (Pages 612 - 624)
19. **Homelessness Prevention Grant – Winter 2021**
- (Pages 625 - 637)
20. **City Leap Energy Partnership – procurement update**
- (Pages 638 - 652)
21. **South West regional framework for residential care for people with a learning difficulty and/or autism**
- (Pages 653 - 659)
22. **Adult Social Care community support service framework – contract extension**
- (Pages 660 - 665)
23. **Extension of contracts for Care and Support services in Extra Care Housing**
- (Pages 666 - 674)
24. **Education Capital Programme of Works**
- (Pages 675 - 710)
25. **Adult Social Care In-house Rehabilitation Centres Review**
- (Pages 711 - 734)
- PART C - Non-Key Decisions**
26. **Q2 Quarterly Performance Progress Report – Q2 2021/22**
- (Pages 735 - 754)
27. **Q3 Corporate Risk Management Report 2021/22**
- (Pages 755 - 806)
28. **COP26 outcomes**
- (Pages 807 - 811)
29. **Bristol’s first Citizens’ Assembly – Outcomes Progress Report 1**
- (Pages 812 - 841)



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 <https://www.bristol.gov.uk/council-meetings>

Covid-19: changes to how we hold public meetings

Following changes to government rules, we will use video conferencing to hold all public meetings, including Cabinet, Full Council, regulatory meetings (where planning and licensing decisions are made) and scrutiny.

Councillors will take decisions remotely and the meetings will be broadcast live on YouTube.

Members of the public who wish to present their public forum in person during the video conference must register their interest by giving at least two clear working days' notice to Democratic Services of the request. To take part in the meeting, you will be required to register for a Zoom account, so that Democratic Services is able to match your named Zoom account to your public forum submission, and send you the password protected link and the instructions required to join the Zoom meeting to make your statement or ask your supplementary question(s).

As part of our security arrangements, please note that we will not permit access to the meeting if your Zoom credentials do not match your public forum submission credentials. This is in the interests of helping to ensure a safe meeting environment for all attending or observing proceedings via a live broadcast.

Please note: Members of the public will only be invited into the meeting for the duration of their submission and then be removed to permit the next public forum participant to speak.

Changes to 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. 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. For copyright reasons, we are unable to reproduce or publish newspaper or magazine articles that may be attached to statements.
- **Your intention to attend the meeting must be received no later than two clear working days in advance. The meeting agenda will clearly state the relevant public forum deadlines.**

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, published on the website and 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.
- Public Forum will be circulated to the Committee members prior to the meeting and published on the website.
- If you have arranged with Democratic Services to attend the meeting to present your statement or ask a question(s), you should log into Zoom and use the meeting link provided which will admit you to the waiting room.
- The Chair will call each submission in turn and you will be invited into the meeting. 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, and you may need to be muted if you exceed your allotted time.**
- If there are a large number of submissions on one matter, a representative may be requested to speak on the group's behalf.
- If you do not attend the meeting at which your public forum submission is being taken your statement will be noted by Members.

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

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

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Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 18 January 2022

TITLE	2021/22 Period 8 Finance Report		
Ward(s)	n/a		
Author: Tim Gibson	Job title: Interim Head of Financial Management		
Cabinet lead: Cllr Craig Cheney	Executive Director lead: Denise Murray		
Proposal origin: Other			
Decision maker: Cabinet Member Decision forum: Cabinet			
<p>Purpose of Report: The Council budget for 2021/22 was agreed by Council in February 2021. This report provides an update on the Council’s financial performance at Period 8 (as at the end of November 2021) against the approved budget and forecast use of resources for the financial year.</p>			
<p>Evidence Base: The budget set in February 2021 was balanced over the 5-year medium term. Executive Directors are responsible for ensuring that appropriate action is taken to contain both revenue and capital spending in line with the directorate’s overall budget limit.</p> <p>Budget holders forecasting a risk of overspend which is not related to the Covid pandemic and potentially recoverable, should in the first instance set out in-service options for mitigation. Where these are considered undeliverable, or pressures cannot be contained across the directorate the budget scrutiny process will be triggered and a request may be made for the Executive to consider granting a supplementary estimate redirecting funds from an alternative source.</p> <p>At Period 8, 2021/22 the financial position is as follows:</p> <ul style="list-style-type: none"> ○ Against the General Fund budget of £424.1m the forecast variation at period 7 is £0.7m (£1.8m in P07) overspend, this is after applying the Covid funding that has been allocated to BCC to date. ○ It may be possible to mitigate the projected overspend by further application of Covid funding and by reducing spend in other areas, however, should this overspend materialise then it will be funded by utilisation of existing reserves. <p>The Ring-fenced Accounts</p> <ul style="list-style-type: none"> ○ Housing Revenue Account (HRA) of £107.9m gross expenditure budget, forecasts an underspend of £0.65m at P08. ○ The Dedicated Schools Grant (DSG) budget, including amounts recouped by the Education and Skills Funding Agency for Academies, is £404.7m. It forecasts £16.8m in-year deficit and a total £26.8m carried forward deficit at P08. ○ The Public Health budget is £33.6m and no variation is forecast at P08 (unchanged from P07). <p>Capital Programme</p> <ul style="list-style-type: none"> ○ Capital programme budget has been further revised at P8 2021/22 so that it plans spend of £201.8m. This comprises £148.2m for General fund and £53.6m for the HRA. The forecast variation at P08 is a net £38.9m underspend (£25.7m underspend on General fund and £13.2m underspend on HRA). 			

General Fund Budget

We are currently forecasting an overspend of £0.7m against core services budgets however there are further significant risks which will need consideration and mitigations to be identified during the year. There is still a high level of savings planned within the current year budget that are still to be delivered in line with the original plan, however savings have a robust governance process for tracking delivery through Executive Directorate Meetings and Delivery Executive and all savings are expected to be delivered or mitigated with alternative propositions or funding by the end of the financial year.

There are also service risks particularly within Adult Social Care, and Children and Families Services which could result in further overspends at the end of the financial year if not mitigated in a timely manner. Where services have projected risks that exceed their cash limited budgets the Council has a governance pathway to review these areas and agree action plans.

COVID-19

Provision has been made in the budget for additional expenditure and income losses which are anticipated to occur against base budgets. Detailed reviews are under way to align the criteria of each COVID grant available to the Council with these pressures.

Dedicated Schools Grant

The in-year forecast deficit on the DSG is significant at £16.8m, which when added to the brought forward balance (of £10.0m) will give a total deficit to carry forward at the end of the year of £26.8m. The main area for concern continues to be the High Needs block, which is forecasting an in-year overspend of £17.1m resulting from increase in EHCP assessments and need; offset by an underspend of £1.1m in the Schools' block.

Housing Revenue Account

The HRA forecasts an underspend of (£0.65m) as at P08. This is a reduction of £0.35m from P07. The underspend will be transferred to the HRA general reserve at the end of the year.

Public Health

Public Health services continue to forecast a breakeven position against the in-year grant allocation.

External Funding Decision

A number of external COVID-19 related grants have been received which are outlined in Appendix A, section 9 and approval is sought to make the necessary adjustments to the budgets.

Full detail of revenue and capital spending and forecast is provided in Appendix A and A1 to A6.

Cabinet Member / Officer Recommendations:

That Cabinet Approve:

- The acceptance and adjustment to the Council budget for the following grants as outlined in Appendix A Section 9:
 - Workforce Recruitment and Retention Fund, round 2 of £2.535m
 - COVID Business Support Grant - Omicron Hospitality and Leisure Grant for the period 21 December 2021 to 31 March 2022 - £4.356m
 - COVID Business Support Grant - Additional Restrictions Grant (ARG) for the period 30 December 2021 to 31 March 2022 - £0.794m
 - COVID New Burdens 4 Restart and the Additional Restrictions COVID-19 Grant Schemes of £0.154m
 - COVID New Burdens 5 Post Payment Assurance, Reconciliation and Debt Recovery Funding of £0.048m
 - COVID-19 Business Support Grant - Additional Relief Fund (CARF) - £13.728m
 - The Community Vaccine Champions Programme grant award - £0.485m following the urgent bid submission to the Department for Levelling Up Housing and Communities.
- The COVID-19 Business Support Grants - Additional Restrictions Grant Policy for the period to 31 March 2022

(Appendix B) and to delegate authority to the Chief finance Officer in consultation with the Deputy Mayor, Cabinet member for Finance, Governance, Property and Culture to approve the final prioritisation criteria and business award values once all the applications to the fund have been processed.

That Cabinet notes:

- The forecasted overspend position of £0.7m within the General Fund.
- The General Fund risks within service areas of non-COVID-19 related overspend on services which continue to be managed via management actions /mitigations within the financial year.
- The ongoing risks associated with the forecast outturn and the long-term financial impact on the Council as a result of the COVID-19 pandemic.
- A forecast underspend of £0.65m within the Housing Revenue Account.
- A forecast in-year deficit of £16.8m and a total £26.8m carried forward deficit in the ring-fenced Dedicated Schools Account (DSG).
- A breakeven position on Public Health services.
- A forecast £38.9m underspend against the latest approved Capital Programme's Budget.

Corporate Strategy alignment:

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).

City Benefits:

1. Cross priority report that covers whole of Council's business

Consultation Details: n/a

Background Documents: <https://www.bristol.gov.uk/council-spending-performance/council-budgets>

Revenue Cost	See above	Source of Revenue Funding	Various
Capital Cost	See above	Source of Capital Funding	Various
One off cost <input type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

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

1. Finance Advice: The resource and financial implications are set out in the report

Interim Head of Financial Management: Tim Gibson, 07 January 2021

2. Legal Advice: The report, including the detail set out in the appendices, will assist Cabinet to monitor the budget position, the ongoing impact of COVID 19 and mitigations put in place, 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.

Legal Team Leader: Nancy Rollason, Head of Legal Service, 7th January 2022

3. Implications on IT: No impact to IT/Digital Services arises from this report. The information within is as expected from the service areas.

IT Team Leader:

4. HR Advice: Expenditure on staffing is monitored on a monthly basis by budget holders. Managers are required to deliver their service within the agreed staffing budget that has been set for 2021/22.

HR Partner: Mark Williams, Head of Human Resources 10 January 2022

EDM Sign-off	Denise Murray	10 January 2022
Cabinet Member sign-off	Cllr Craig Cheney	10 January 2022
For Key Decisions - Mayor's Office sign-off	Mayor's Office	10 January 2022

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

Bristol City Council

Period 8 Revenue Finance Monitoring Report

1. GENERAL FUND REVENUE SUMMARY POSITION

- 1.1 At Period 8 (November), the Council is forecasting a potential net overspend of £0.7m against the approved General Fund budget (£424.4m). This is after allowing for Covid funding received to date and is made up of £0.8m of non-funded covid pressures and an underspend of £0.1m of non-covid related funding. This is broken down in Table 1, para 1.5 below. This position could fundamentally change however if additional covid funding is received by the Council or if ring-fenced covid funding can be used to fund existing planned expenditure.
- 1.2 Should an overspend arise which cannot be mitigated, this will need to be funded via a transfer from reserves.
- 1.3 The forecast gross impact of the Covid-19 pandemic to the end of the current financial year is £50.525m which is offset by covid funding carried forward from 2020/21 and received in year totalling £49.691m, i.e. a net covid overspend of £0.834m (this assumes that all of the Contain Outbreak Management Fund (COMF) funding received will be spent by the financial year end). Note that there are other Covid ring-fenced amounts that have been received that are over and above these allocations and which are matched against equivalent amounts of expenditure.
- 1.4 The Covid funding referenced above is made up as follows:

		£'m
Sales, Fees and Charges Scheme (DLUHC)	Claimed in 2021/22	2.050
Unringfenced (DLUHC)	Carried Forward	8.100
Unringfenced (DLUHC)	Received in 2021/22	14.371
COMF (ring-fenced) *	Carried Forward	13.595
COMF (ring-fenced) *	Received in 2021/22	3.709
Hardship Fund	Carried Forward	2.000
Sub-total		<u>43.825</u>
Other specific Ring-fenced grants		5.866
Total		<u>49.691</u>
* Contain Outbreak Management Fund (COMF)		

Note that this is not a complete list of all of the Covid allocations that have been received by the Council as there are other ring-fenced amounts that are included in directorate forecasts.

- 1.5 [Table 1 General Fund P08 Directorate Level Forecast](#)

Period 8 Budget Monitoring - Summary									
SERVICE NET EXPENDITURE SUMMARY	2021/22 - Full Year					Gross COVID Impact	Covid Service Grants/Income	Net Covid Position	Non-COVID
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance					
	£'000s	£'000s	£'000s	£'000s	Context				
1 - People									
14 - Adult Social Care	151,448	157,648	166,394	8,746		13,753	(5,007)		0
15 - Children and Families Services	65,115	65,076	68,964	3,888		6,362			(2,474)
16 - Educational Improvement	11,998	11,928	14,304	2,376		2,244			132
36 - Public Health - General Fund	4,753	4,777	4,777	0		859	(859)		0
Total 1 - People	233,315	239,428	254,439	15,011		23,218	(5,866)	17,352	(2,341)
2 - Resources									
21 - Digital Transformation	15,305	14,721	16,521	1,800		974			826
22 - Legal and Democratic Services	8,603	8,275	7,910	(365)		58			(423)
24 - Finance	8,885	8,923	12,638	3,715		3,652			62
25 - HR, Workplace & Organisational Design	16,344	17,001	17,004	3		162			(159)
28 - Policy, Strategy & Partnerships	3,436	3,828	3,632	(196)		65			(260)
Total 2 - Resources	52,572	52,749	57,705	4,956		4,911	0	4,911	45
4 - Growth & Regeneration									
37 - Housing & Landlord Services	14,896	14,802	15,628	827		2,303			(1,476)
42 - Development of Place	1,591	1,530	1,456	(74)		0			(74)
46 - Economy of Place	12,519	12,900	14,403	1,504		1,296			208
47 - Management of Place	33,049	33,743	40,349	6,606		6,449			157
49 - Property and Asset Strategy	(7,122)	(7,122)	(7,242)	(120)		0			(120)
Total 4 - Growth & Regeneration	54,933	55,852	64,594	8,742		10,048	0	10,048	(1,306)
SERVICE NET EXPENDITURE	340,820	348,030	376,739	28,709		38,177	(5,866)	32,311	(3,602)
X2 - Levies	10,118	10,118	10,510	392		0			392
X3 - Corporate Expenditure	49,219	41,934	40,543	(1,391)		0			(1,391)
X4 - Capital Financing	22,495	22,495	22,295	(200)		0			(200)
X5 - Insurance Fund	0	0	0	0		0			0
X9 - Corporate Allowances	1,749	1,824	1,534	(290)		0			(290)
RELEASED FROM RESERVES	0	0	0	0		0			0
TOTAL REVENUE NET EXPENDITURE	424,401	424,401	451,621	27,220		38,177	(5,866)	32,311	(5,091)
Adjustment for COMF Funding included in non-covid Directorate forecasts above				0		0	(4,956)	(4,956)	4,956
Additional COMF to be spent by year end				0		12,348	(12,348)	0	
				27,220		50,525	(23,170)	27,355	(135)
Non-ringfenced Covid Funding available				(26,521)		0	(26,521)	(26,521)	
Net Forecast Over / (Under) Spend				699		50,525	(49,691)	834	(135)

1.6 Further detail of the financial pressures and variances are contained in the following appendices:

- People Directorate – Appendix A1
- Resources Directorate – Appendix A2
- Growth and Regeneration Directorate – Appendix A3

2. NON-COVID POSITION

2.1 As can be seen in Table 1 above, the non-Covid budget spend is forecasting an underspend of £0.1m.

2.2 The key areas at risk of overspend are:

- People – There is significant volatility in the market particularly in relation to the availability of care staff. This presents a significant challenge as the service approaches winter and the challenge to facilitate timely hospital discharges.
- Growth and Regeneration – Increases in energy costs are a significant financial risk to the Council as a result of the current high prices in the market, the current energy contracts have been extended by 3 months and will be reviewed during this period.

3. COVID-19 IMPACT

- 3.1 The Covid funding available in 2021/22 is anticipated to be £49.7m (see, para 1.4 above).
- 3.2 Further work continues to be done to manage the spend on the Contain Outbreak measures.
- 3.3 Losses of income due to Covid impacts and restrictions of £8.3m in 2021/22 is higher than budgeted assumptions, although following the cessation of restrictions collection may be quicker than assumed in the current financial year. Further losses are anticipated in 2022/23 as services and demand takes time to return to pre-covid-19 levels, although no provision for a further lockdown has been included.
- 3.4 BCC has claimed £2.0m for lost Sales, Fees and Charges under the scheme for the period from April to June 2021. This scheme has now ended.
- 3.5 Forecast Variances Due to Covid-19:

Table 3: Forecast Variances Due to COVID-19

SERVICE NET EXPENDITURE SUMMARY	COVID-19 Exp	Losses of Income due to Covid-19	Gross COVID Impact
	£000s		
1 - People			
14 - Adult Social Care	13,753		13,753
15 - Children and Families Services	6,362	0	6,362
16 - Educational Improvement	2,074	170	2,244
36 - Public Health - General Fund	859		859
Total 1 - People	23,048	170	23,218
2 - Resources			
21 - Digital Transformation	821	153	974
22 - Legal and Democratic Services	58	0	58
24 - Finance	2,268	1,384	3,652
25 - HR, Workplace & Organisational Design	0	162	162
28 - Policy, Strategy & Partnerships	65	0	65
Total 2 - Resources	3,212	1,699	4,911
4 - Growth & Regeneration			
37 - Housing & Landlord Services	2,303	0	2,303
42 - Development of Place	0	0	0
46 - Economy of Place	131	1,165	1,296
47 - Management of Place	412	6,037	6,449
49 - Property and Asset Strategy	0	0	0
Total 4 - Growth & Regeneration	2,846	7,202	10,048
SERVICE NET EXPENDITURE	29,106	9,071	38,177

ADDITIONAL EXPENDITURE

People:

- 3.6 **Adult social Care:** Budgets continue to experience significant pressure in 2021/22 with a risk of a gross overspend of £13.7m at P08. This is partly mitigated by the receipt of £5m of infection control and rapid testing grant funding giving a net position of £8.7m. This compares to the forecast net position of £8.6m at P07, a movement of £0.13m.
- 3.7 Bristol has recently been awarded £2.5m from the Workforce Recruitment and Retention Fund, round 2 (see Section 9 below for more details).
- 3.8 **Children and Families:** The overall forecast overspend on services is £6.7m, offset by one-off COMF funding of £2.8m to give a net forecast overspend of £3.9m. Pressures directly attributable to Covid-19 total £6.4m with non-Covid related overspends of £0.3m making up the balance. The P8 forecast overspend on externally provided children's placements is the area of most financial concern, totalling £4.7m net of COMF funding.

- 3.9 **Education and Skills:** Education and Skills division is forecasting to overspend by £4.0m, offset by £1.7m one-off COMF funding which leaves a net forecast overspend of £2.3m; (of which roughly £2.1m was Covid-19 related). Cost pressures mainly relate to Home to School Transport (HTST).
- 3.10 **Communities and Public Health:** At P08, there is no adverse forecast relating to the Public Health ring-fenced budgets. The current forecast on the PH general fund relates to the potential financial assistance for Leisure services contracts in the sum of £0.859m in 2021/22 as a result of the Covid-19 pandemic. This will be mitigated and partly funded by the National Leisure Recovery Funding (NLRf) - £0.634m grant and the remaining £0.225m will be covered by unallocated Covid-19 response funding carried forward from 2020/21.

Resources:

- 3.11 The Resources Directorate has continued throughout 21/22 to face financial pressures. These have arisen notably within the Finance division's Revenues and Benefits services where there is respectively a budget shortfall of £1.5m relating to the ongoing loss of summons and overpayments income (this has deteriorated by £0.6m this period due to extended delays in recovery activity) and a £2m pressure relating to ongoing emergency and hardship fund payments. Both these pressures are a direct consequence of COVID-19. They are not expected to continue in to 2022/23 and, as such, have not been budgeted for. These were previously recorded in the Risks and Opportunities register.
- 3.12 The Digital Transformation division is forecasting significant contract licencing pressures and some undelivered legacy savings issues in 21/22 which, combined, will equate to £1.6m additional recurrent spend per annum from 22/23. It is planned that investment in Digital Transformation Phase 2 will deliver savings to offset this spend.

Growth and Regeneration:

- 3.13 The Growth & Regeneration Directorate is forecasting an £8.7m overspend against the revised net expenditure budget of £55.9m in P08. The overspend results largely from the impact of the Covid lockdown on several of the Council's fee generating services, the additional pressure of providing support for homelessness during the pandemic and unachieved income targets resulting from vacant operational buildings.

4. SAVINGS PROGRAMME

- 4.1 The savings programme agreed by Council in 2021 included savings totalling £7.4m. In addition, £4.3m of savings were carried forward from prior years which still requires delivery. The total savings delivery target for 2021/22 is thus £11.7m.
- 4.2 Some savings reported at risk have been impacted by the current Covid-19 situation but continue to be monitored and reviewed for delivery or in-year mitigation, where possible. The approach being taken in monitoring savings delivery and ensuring robustness of delivery plans prior to indicating that savings are safe means that currently £6.7m of the planned savings are safe and £5m of savings remain reported at risk. It should be noted that these savings are expected to be recurrent annual savings and whilst one off mitigation may be provided via Covid funding as outlined in the tables above, undelivered savings will create a c/fwd pressure in 2022/23.
- 4.3 The improvement in savings reported as safe since P7 (£0.5m) relates to the reporting of Common Activities as safe and further detail is shown in the directorate appendices.

Table 4 Summary of Savings by Directorate

Directorate	2021/22 Savings £m	2021/22 Savings reported as safe	2021/22 Savings reported as at risk	
		£m	£m	%
People	6.11	2.11	4.00	65
Resources & Cross-Cutting	3.49	3.11	0.38	11
Growth and Regeneration	2.14	1.52	0.62	29
Total	11.74	6.74	5.00	43

RING-FENCED BUDGETS

5 HRA

- 5.1 The HRA forecast as at P08 is an underspend of (£0.65m), which compares to £1m forecast at P07. The underspend will be transferred to the HRA general reserve at the end of the year. The details of these movements are covered in Appendix A4.
- 5.2 Of the (£0.65m) revenue underspend, (£0.58m) represents an increase in forecast income while only (£0.071m) comes from an overall reduction in expenditure. The £1.6m allowance for the impairment of debt, mentioned in last month's report, remains the most notable item offsetting underspends in other expenditure headings. The increase in the impairment allowance is as a result of the pandemic,

which has led to a need for a downward revision of the level of debt assumed to be recoverable. In addition to this, there has also been a further £0.7m of other Covid related expenditure. Without the impacts of the pandemic, the forecast net underspend would have been (£3.3m).

- 5.3 The HRA capital programme is forecast to have a £33.6m slippage from the revised budget of £87.2m. This is primarily due to external factors, which have led to delays on a number of development schemes in the new build and land enabling programme of works.

6 Dedicated Schools Grant

- 6.1 The in-year forecast deficit on the DSG is significant at £16.8m (movement of £1.9m from P7), which when added to the brought forward deficit balance of £10.0m will give a total deficit to carry forward at the end of the year of £26.8m as can be seen in the table in para 6.2 below. The main area for concern continues to be the High Needs block, which is forecasting an in-year overspend of £17.1m.
- 6.2 Summary of DSG grant performance is detailed in the table below and Appendix A5 provides further details.

Summary DSG position 2021/22 Period 08 (all figures in £000s)

	b/f	Net DSG funding/ budget 2021/22	P08 2021/22 Forecast Outturn	In-year variance at P08	Cumulative c/f
Schools Block	(619)	86,066	84,970	(1,095)	(1,714)
De-delegation	(553)	31	31	0	(553)
Schools Central Block	0	2,627	2,627	0	0
Early Years	(621)	37,185	37,954	768	147
High Needs Block	12,609	55,067	72,168	17,101	29,710
HNB Transformation	(812)	1,400	1,400	0	(812)
Funding		(182,376)	(182,376)	0	0
Total	10,004	0	16,774	16,774	26,778

7. COMMUNITIES AND PUBLIC HEALTH

- 7.1 The Public Health England (PHE) grant award for Public Health (PH) ring-fenced grant for 2021/22 is £33.6m. PH also hold general fund budget and other partnership grants of £4.8m which supports domestic abuse and sexual violence, health watch, substance misuse, rough sleeping, drug and alcohol treatment, sports projects, Hengrove and Leisure Centres.

- 7.2 At Period 8, the forecast remains unchanged as that reported in the previous month. There is no adverse forecast relating to the Public Health ring-fenced budgets.
- 7.3 In continuation of the Covid-19 support for the communities and public health in 2021/22, as at Period 8, Bristol City Council has received grant funding totalling the sum of £5.138m from government departments which include Test and Trace – Contain Outbreak Management Fund (COMF) £3.709m, Clinically Extremely Vulnerable (CEV) £0.717m Practical Support for those self - isolating - £0.623m and Project Eagle Surge Testing - £0.89m. All outbreak management funding is committed up to end of March 2023 with COMF grant ring fenced against the plan to ensure the council has sufficient capacity to manage throughout the year. The delivery of the outbreak management plan is reliant on that budget and that posts across the council are in place.
- 7.4 Appendix A6 provides further detail.

8. REGULATORY INCOME LOSS

COUNCIL TAX

- 8.1 Council tax (CT) including preceptor's income: Like many councils we set our Council Tax budget for 2021/22 with a 3.99% increase (1.99% for general requirements plus 2% specifically for adult social care). The Council's budgeted income from Council Tax is £236.2m and represents 56% of the net budget requirement (£424.1m).
- 8.2 The current year's collection rate is around 92%, compared with pre-Pandemic collection rates of 96.8%. There is currently over £20m in missed instalments. Initial steps are being taken towards the recovery of arrears.
- 8.3 In terms of the Council Tax Reduction Scheme (CTR), after a significant increase in 2020/21 due to the pandemic, we are now starting to see a decreasing trend in both from both working age and pensioners claimants. £1.0m has been set aside for Hardship Fund payments, of which to date £0.7m has been awarded.
- 8.4 It is important to note this represents latest modelling and we anticipate a tapered recovery through 2022/23 and beyond.

BUSINESS RATES

- 8.5 Business rates (BR): The Council's budgeted BR income is £133.6m in 2021/22 (net of tariff) and represents 31.5% of the net budget requirement (£424.1m). It is estimated that around £39m of grants have been awarded this year, mainly to businesses in the retail, hospitality and leisure sectors. These are in turn funded by Central Government. However, missed instalments for 2021/22 are currently over £14.5m
- 8.6 To date the impact (in-year and backdated) of rateable value (RV) reductions is around £14m. This can be met from the appeals provision, but any requirement at

year-end to top up the provision, over and above that budgeted for will impact on net income from business rates.

- 8.7 Please note that the collection fund shortfalls will impact on the Council's cash position in 2021/22 however, because of timing differences, the budgetary impact will fall in the following year, 2022/23.

9. EXTERNAL FUNDING

The following announcements have been made of additional external funding awards to the Councils and subject to acceptance of the associated conditions will need to be adjusted within the budget.

- o Workforce Recruitment and Retention Fund, round 2 of £2.535m

The main purpose of the Workforce Recruitment and Retention Fund, round 2, is to support local authorities to urgently address adult social care workforce capacity pressures in their geographical area through recruitment and retention activity this winter, in order to:

- support timely and safe discharge from hospital to where ongoing care and support is needed
- support providers to maintain the provision of safe care and bolstering capacity within providers to deliver more hours of care
- support providers to prevent admission to hospital
- enable timely new care provision in the community
- support and boost retention of staff within social care

Bristol has been awarded £2.5m from the Workforce Recruitment and Retention Fund, round 2 to be expended in accordance with the funding agreement.

- o Covid-19 Business Support Grant - Omicron Hospitality and Leisure Grant for the period 21 December 2021 to 31 March 2022 - £4.356m

The Grant is offered as part of the wider set of measures to support the nation's economy and its businesses in response to Covid-19 and specifically for businesses that have been affected by national restrictions and need support to reopen and start trading safely as the restrictions ease. Under the Omicron Restart Grant scheme, Local Authorities will receive funding to be allocated in one-off grants to businesses. Grants of up to £6,000 will be paid to non-essential retail business premises, to help them reopen and start trading safely. Grants of up to £18,000 will be allocated to hospitality, accommodation, leisure, personal care and gym business premises, which may open later under plans set out in the roadmap and will be more impacted by restrictions when they do reopen.

- o Covid-19 Business Support Grant - Additional Restrictions Grant (ARG) for the period 30 December 2021 to 31 March 2022 - £0.794m

Recognising that the rise of the Omicron variant means some businesses are likely to struggle over the coming weeks due to challenges such as cancellations and reduced footfall, the government is providing one-off grants for businesses in the hospitality and leisure sectors and those businesses severely impacted by the rise of the Omicron variant. These may include, but are not limited to: hospitality, accommodation, leisure, personal care, the travel and tourism sector, including group travel, travel agents and tour operators, coach operators, wedding industries, nightclubs, theatres, events industries, wholesalers, English language schools, breweries, freelance and mobile businesses (including caterers, events, hair, beauty and wedding related businesses), gyms, and other businesses that may have not received other grant funding.

There is no restriction on the number of grants a business may receive, subject to subsidy limits. However, to provide support to as many businesses as possible the discretionary grants the council will award will be capped at a maximum of £2,000.

The proposal is to merge the fund above with the residual Additional Restrictions Grant fund held by the authority and award the next tranche of one-off grants to eligible local businesses that have been severely impacted by restrictions, or by the Omicron variant in line with the policy at Appendix B.

- o Covid-19 New Burdens 4 Restart and the Additional Restrictions Covid-19 Grant Schemes of £0.154m

The Grant is offered as part of the wider set of measures to support the nation's economy and its businesses in response to Covid-19. The purpose of the grant is to provide support to local authorities towards expenditure incurred by them to cover additional administration costs incurred due to the delivery of Restart and the Additional Restrictions Covid-19 Grant Schemes. In determining this grant the government take into account returns from LAs detailing additional costs resulting from grant delivery of the schemes.

- o Covid-19 New Burdens 5 Post Payment Assurance, Reconciliation and Debt Recovery Funding of £0.048m

The purpose of the grant is to provide support to local authorities (LAs) in England towards expenditure incurred or to be incurred by them to cover increased administration costs in delivering a range of business support grants over the period 1 August 2020 to 31 March 2022.

The New Burdens payments will be made in 2 stages. The 1st Stage payment, 60% of total allocation was received December 2021. The 2nd Stage payment, 40% is anticipated to be received July 2022. In determining this grant the government take

into account returns from LAs detailing additional costs resulting from grant delivery of the schemes.

o Covid-19 Business Support Grant - Additional Relief Fund (CARF) - £13.728m

The government announced a further grant allocation to local authorities to develop a discretionary relief schemes for ratepayers within the local area who have been adversely affected by the pandemic and have been unable to adequately adapt to that impact. This grant will exclude businesses eligible for the Extended Retail Discount (covering Retail, Hospitality and Leisure), the Nursery Discount; and businesses unoccupied. A discretionary policy will need to be developed and will be reported to Cabinet for approval in due course.

o The Community Vaccine Champions Programme grant award - £0.485m

An urgent decision was taken to submit a proposal on behalf of the Council to the Department for Levelling Up, Housing and Communities Vaccine Champions Programme and to authorise the Director of Public Health to accept the funding subject to acceptable terms and conditions. The award has been confirmed and approval is sought to make the necessary adjustments to the Councils Budget.

a: Revenue Budget Monitor

	Revised Budget	Forecast Outturn	Outturn Variance	Of which: COVID-19	Non-COVID
P08	£239.4m	£254.4m	£15.0m overspend (Covid-19 expenditure offset by £5.9m direct grant income)	£23.2m	(£2.3m)
P07	£239.4m	£254.1m	£14.7m overspend (Covid-19 expenditure offset by £4.8m direct grant income)	£21.9m	(£2.4m)

May	Jun/Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
12.2	18.4	18.7	15.4	14.7	15.0			
	▼	▼	▲	▲	▼			

SERVICE NET EXPENDITURE SUMMARY	2021/22 - Full Year				Variance Analysis				
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance	COVID-19 Exp	COVID-19 Inc	Gross COVID Impact	Covid Service Grants/Income	Non-COVID
	£000s			£000s	£000s				
1 - People									
14 - Adult Social Care	151,448	157,648	166,394	8,746	13,753		13,753	(5,007)	0
15 - Children and Families Services	65,115	65,076	68,964	3,888	6,362	0	6,362		(2,474)
16 - Educational Improvement	11,998	11,928	14,304	2,376	2,074	170	2,244		132
36 - Public Health - General Fund	4,753	4,777	4,777	0	859		859	(859)	0
Total 1 - People	233,315	239,428	254,439	15,011	23,048	170	23,218	(5,866)	(2,341)

Position by Division:**Adult Social Care**

Adult Social Care (ASC) budgets continue to experience significant pressure in 2021/22 with a risk of a gross overspend of £13.7m at P08. This is partly mitigated by the receipt of £5m of Infection Control and Rapid Testing grant funding, giving a net position of £8.7m. This compares to the forecast net position of £8.6m at P7, a movement of £0.134m.

The finance position can be summarised as follows.

Summary by Service					2021/22 - Year to date (P8)				2021/22 - Full Year				COVID-19 Pressures			
Service	Revised Budget	Net Expenditure 202101	Variance	Commitments	Revised Budget	Forecast Outturn	Outturn Variance		COVID-19 Exp	COVID-19 Inc	Covid-19 Pressures (B)	Non-Covid Pressures (C)				
	£000s			£000s	£000s		£000s	R	Context	£000s						
111 - Joint Commissioning (Adults)	751	(665)	(1,416)	0	1,127	1,085	(42)				0	(42)				
141 - Maximising Independence and Specialist Teams	78,936	82,110	3,174	1,211	118,405	126,032	7,627			6,070	6,070	1,557				
142 - Hospitals and Front Door	1,195	5,667	4,471	83	1,793	4,323	2,530				0	2,530				
143 - Safeguarding/Deprivation of Liberty	1,982	2,047	65	44	2,973	2,661	(312)				0	(312)				
145 - Reablement, Intermediate Care & Regulated Services	8,663	9,477	814	319	12,995	12,171	(824)				0	(824)				
146 - Technical Specialist Mental Health/PSW	725	42	(684)	22	1,088	977	(111)				0	(111)				
147 - Head of Service – Senior Professional Lead	730	(16,366)	(17,096)	14	1,095	1,278	183			2,542	2,542	(2,359)				
148 - Contracts & Quality Assurance	5,678	5,643	(35)	1,429	8,517	9,038	521			5,141	(5,007)	134	387			
152 - 0-25 Integrated Service	6,437	5,218	(1,219)	10	9,655	8,829	(826)				0	(826)				
1A2 - Early Intervention – Adults	0	2	2	0	0	0	0				0	0				
Division: 14 - Adult Social Care	105,099	93,174	(11,925)	3,132	157,648	166,394	8,746			13,753	(5,007)	8,746	0			

The major areas of overspend continue to be:

- Adults with Long Term Conditions (aged 18-64) which is forecasting a potential overspend of £11.03m (mainly relating to an increase in the number of people supported since 2020/21 with forecast pressures in residential and nursing placements and accommodation-based support costs).
- Older People with a forecast overspend of £4.23m relating to residential and nursing home cost pressures.

These cost pressures are partially offset by additional income from contributions to care costs of c£1.5m and other variations of c£0.2m.

The Covid-19 pandemic continues to be a challenging situation contributing significant cost pressures and challenges to the service in trying to meet its savings targets. There are also on-going pressures for the service from provider sustainability issues and they are also seeing an increase in the size of home care packages. This could in part be explained by citizen choice in relation to concerns and uncertainty regarding residential care as a choice of care setting given the risks presented during the early stages of the pandemic. Additionally, there are ongoing challenges to secure home care capacity to facilitate timely hospital discharges.

It is becoming increasingly very difficult to confidently forecast the on-going financial impact of Covid-19 to the end of 2021/22 due to the outbreak of new Covid variants and whether demand / patterns of expenditure and costs pressures will continue.

Below are excerpt tables of current analysis for P8 of Adult with Long Term Conditions (AWLTC), two of the highest risk areas of Adult Purchasing pressures facing the Adult Social Care services.

18-64 Long Term Service Users - November 2021

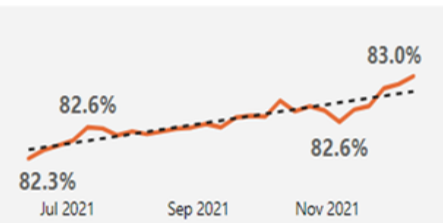
18-64 - Long Term (Tier 3) Service Users

- Activity is increasing away from initial proposed 2021/22 target (growth in MH has been the biggest pressure point associated with COVID)
- Service users supported at home remains in line and slightly above 2021/22 target – heading towards statistical neighbours 84.9%
- Average weekly unit prices has remained stable and moving closer to our target for 2021/22

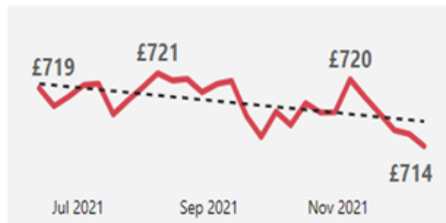
Number of Tier 3 Service users



% Placed at home



Average Weekly Cost



18-64 – 12 month Trends

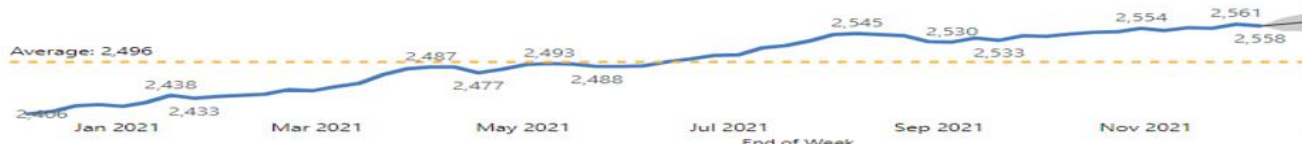
(excludes carers and inhouse)

- Average Weekly Costs over the 12 months was £719. Prices went up at the start of Covid to almost £725 but have since stabilised.
- Service Users continue to grow steadily before, throughout COVID and as we come out of the pandemic. Climbing 6.3% Oct 2020 to Oct 2021. (particular spike in Tier 3 MH during the peak months of COVID)

Average Weekly Cost by Date, with 3-Month Forecast



Number of Active Service Users by Date, with 3-Month Forecast



Over 65s - Long Term Service Users - November 2021

Over 65s - Long Term (Tier 3) Service Users

- Activity remains below pre covid numbers and despite a small increase at the start of the financial year the overall trend is down
- The percentage of service users supported at home has flatlined and is moving away from target but is still aligned with statistical neighbours at 62%
- Average weekly unit prices went up at the start of the financial year but are now heading back towards target and have remained stable over the past 6 months

Number of Tier 3 Service users



% Placed at home



Average Weekly Cost

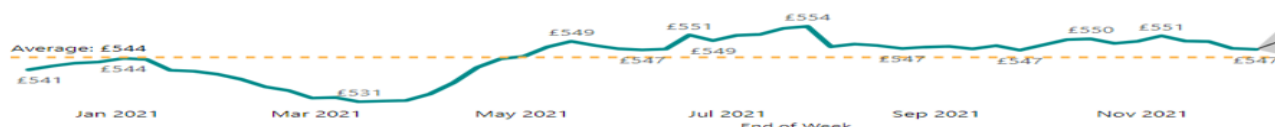


Over 65s – 12 month Trends

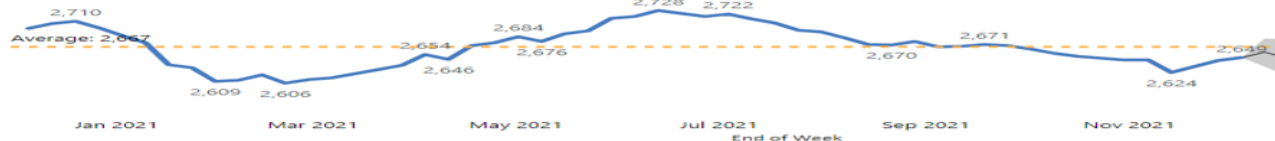
(excludes carers and inhouse)

- Average unit cost over the period for service users over 65 is £544. currently stands at £547.
- Service user numbers averaged 2,667 over the period and currently stand at 2,649. OP numbers have been falling for years and that trend continues despite a short spurt of growth at the start of the financial year as numbers in care homes adjusted falling the high death rate due to COVID at the very start of the pandemic.

Average Weekly Cost by Date, with 3-Month Forecast



Number of Active Service Users by Date, with 3-Month Forecast



The Government awarded £2.626m to Bristol City Council in respect of infection control, rapid testing and vaccine grant funding Round 3 in October 2021. Adult Social Care has received the sum of £1.061m to date and passported this to care providers in Period 8. In addition to the infection Control Round 3 grant, a funding of £1.373m has also been awarded in respect Workforce Recruitment and Retention Grant which will also be distributed by Adult Social Care to care providers once received by the end of P9.

Children and Families

The Children and Families Division is forecasting a £6.7m overspend on services, offset by one-off COMF funding to give a net forecast overspend of £3.9m. The COMF funding has been allocated to the service areas to which it relates. Expenditure directly attributable to Covid-19 total £6.4m with non-Covid related overspends of £0.3m making up the balance. The finance position by service area is illustrated in the table below:

Service Area	Children and Families Services	2021/22 - Full Year			Variance Analysis			
		Revised Budget	P08 Forecast Outturn	Outturn Variance	Covid Expenditure	Covid Income	Total Covid Impact	Non-covid
		£'000			£'000			
112	Service: Joint Commissioning (Children)	4,677	4,582	-95	-	-	-	-95
113	Service: Targeted Support	9,264	9,184	-80	-	-	-	-80
153	Service: Quality Assurance, BSCB	1,874	1,862	-12	-	-	-	-12
154	Service: Area Social Work (North)	2,438	2,520	81	-	-	-	81
155	Service: Area Social Work (East/Central)	3,794	3,986	192	300	-	300	-108
156	Service: Area Social Work (South)	2,655	2,639	-16	90	-	90	-106
157	Service: Children & Aftercare teams	7,748	7,522	-226	303	-	303	-529
158	Service: Internal & External Placements	26,547	31,348	4,802	5,567	-	5,567	-765
159	Service: Children & Family Support - Management	2,281	1,654	-627	-	-	-	-627
15A	Service: Safeguarding and Area Services	1,630	1,570	-59	-	-	-	-59
15B	Service: Specialist Services	2,169	2,096	-73	102	-	102	-175
15	Children and Families Services Total	65,076	68,964	3,888	6,362	-	6,362	-2,474
COMF	One-off COMF funding £3.295m less £480k committed spend			2815				
15	Children's and Families Service baseline forecast position			6,703				

The main area of financial concern is the placements service which is forecast to overspend by £4.8m, up £493k in-month. A shift from low-cost in-house provision (forecasting an overspend of £0.1m, 1% of budget) to expensive external contracted provision (forecast overspend of £4.7m, 39% of budget) is largely the result of placement instability due to covid pressures.

Placement movement between P7 and P8 is driven by:

- External supported accommodation +£0.4m (5 new starts; 3 transfers from Out of Area; 1 placement ended)
- Out of Area +£0.1m (1 restart and 1 fee with another provider; 1 ended, 11 weekly rate changes)
- Independent fostering +£0.05m (11 new starts; 1 change in provider; 2 ended)
- In-house fostering -£0.1m (9 fewer placements at the end November)

The in-month pressure on placements has been offset by the underspend in the Management service area (-£0.6m) as there has been slippage in the implementation of the fostering fees and Special Guardianship Order projects.

Educational and Skills

Education and Skills division is forecasting to overspend by £4.0m, offset by £1.7m one-off COMF funding which leaves a net forecast overspend of £2.3m; of which £2.1m was Covid-19 related. Cost pressures mainly relate to Home to School Transport (HTST). This is due to an increase in suppliers' costs relating to fuel and drivers' costs, as well as additional SEN assessments, where a proportion of children require transport support; and having to travel further due to local capacity issues. Other overspends in Inclusive City and Accessible City are driven by additional staffing required for SEN assessments.

Financial performance by service area is summarised in the table below:

		2021/22 - Full Year				Variance Analysis			
Service Area	Education and Skills Services	Approved Budget	Revised Budget	P08	Outturn Variance	Covid Expenditure	Covid Income	Total	Non-covid
				Forecast Outturn				Covid Impact	
		£'000				£'000			
162	Learning City for All	623	623	626	3	-	-	-	3
163	Education Management	3,579	3,579	3,595	15	-	-	-	15
164	Additional Learning Needs	5,677	5,677	7,072	1,395	1,566	-	1,566	-171
165	Employment, Skills &	734	734	679	-54	67	-	67	-121
166	Trading with Schools	-441	-441	-441	0	-	-	-	0
167	Schools PFI	0	0	0	0	-	-	-	0
168	Inclusive City	290	290	404	115	18	170	188	-74
169	Accessible City	1,536	1,465	2,369	903	423	-	423	480
16	Education and Skills Service	11,998	11,928	14,304	2,376	2,074	170	2,244	133
COMF one-off funding in 2021/22					1,661				
Division 16 baseline position BEFORE COMF funding:					4,037				

The pressure in HTST includes travel costs linked to increased number of children being transported and pressure in getting drivers and escorts.

The risk of overspend in Accessible City is driven by additional staffing needed for Education Psychologists to tackle the EHC assessments backlog.

The forecast overspend in Inclusive City is due to additional staffing requirement in SEN support to address assessment needs.

Communities and Public Health

Public Health (PH) Grant of £33.643m was awarded for 2021/22 by Public Health England (PHE).

The Public Health grant is awarded annually to the local authority. It is ring fenced for the purposes of public health. The grant funds a range of mandated public health services and supports the Director of Public Health to discharge their statutory duties for protecting health, improving health, promoting health equity, and reducing health inequalities through the funding of locally identified public health priorities.

Bristol's local priorities include reducing harms from drugs and alcohol, improving mental health, reducing harms from domestic abuse, food equality and community health action. 75 % of public health functions and services are externally commissioned with 14% internally commissioned.

An annual return must be provided by the authority to Public Health England, which is audited against the grant regulations.

PH also hold general fund budget and other partnership grants of £4.753m which supports domestic abuse and sexual violence, Health Watch, substance misuse, rough sleeping, drug and alcohol treatment, sports projects, Hengrove and Leisure Centres.

At P08, the forecast remains unchanged from the previous month. There is no adverse forecast relating to the Public Health ring-fenced budgets. The current forecast on the PH general fund relates to the potential

financial assistance for Leisure services contracts in the sum of £0.859m in 2021/22 as a result of the Covid-19 pandemic. This will be mitigated and partly funded by the National Leisure Recovery Funding (NLRF) - £0.634m grant and the remaining £0.225m will be covered by unallocated Covid-19 response funding carried forward from 2020/21.

Since 2020/21 Public Health has received significant amounts of government Contain Outbreak Management funding and Test and Trace Outbreak Management funding totalling £18.160m. It is expected that this funding will be fully utilised by March 2022 as work continues, on delivering the Local Outbreak Management Plan.

Savings Delivery

21/22 People Directorate Savings Target (£'000s):

6,114

	This month			Last month		
	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk
No - savings are at risk	5,350	4,000	75%	5,350	4,000	75%
Yes - savings are safe	724	0	0%	724	0	0%
SAVING CLOSED - CONFIRMED AS 'SECURED & DELIVERED'	40	0	0%	40	0	0%
NO RAG PROVIDED	0	0	n/a	0	0	n/a
Grand Total	6,114	4,000	65%	6,114	4,000	65%
n/a - represents one off savings or mitigations in previous year	-8,082	0	0%	-8,082	0	0%
WRITTEN OFF	6,520	0	0%	6,520	0	0%
Grand Total	4,552	4,000	88%	4,552	4,000	88%

Top 5 largest savings at risk in year (ordered by size of saving at risk)		
ID	Name of Proposal	Value at Risk in 21/22 (£'000)
FP33_21_C	Commissioning Adult Purchasing Budget (subset of original Better Lives savings)	£ 1,800
21_NS_01	Monitoring and grip debt recovery and DPs	£ 1,200
FP33_21_B	Strengths Based Approach (subset of original Better Lives savings)	£ 1,000

Mitigated savings from previous years' that remain 'due' for delivery this year (£m)		
Amount due from previous year(s):	£	3.39
Amount reported at risk:	£	2.80

Key Changes since last month

There have been no changes to the 21/22 savings position for the People Directorate in P8

Key messages/Comments:

- The People Directorate target for 21/22 is £6.114m, made up of 6 individual savings. £3.39m of this is rollovers from 20/21.
- Adult Social Care savings account for 3 of the top 5 largest savings at risk for 21/22. A revised delivery approach has been agreed to transition the original programme into the new model, which splits apart service led change from project supported change, as well as shaping of future work-packages. Support services are being engaged in the planning of this new approach and a change request will also follow to revise the savings breakdown.
- A secured and delivered form is in progress for FP07-1 but is not yet in a position to be signed off.

b) Risks and Opportunities

Division	Risk or Opportunity	Description of Impact £	Risk / Opportunity	Likelihood	Net / (opportunity)
			£	(%)	£
Adult Social Care	Risk	Further wave of covid-19 infections resulting in additional care costs e.g. hospital discharges, impact on cost of care and provider sustainability, above initial emergency planning assumptions and no certainty regarding levels infection control or other government grant assistance.	4,000,000	50%	2,000,000
Adult Social Care	Risk	Impact of pandemic on ability to deliver transformational change and savings plans	5,390,000	69%	3,740,000
Adult Social Care	Risk	Emerging risk in relation to pathway 3 beds in excess of Hospital Discharge Funding (4 weeks) being recharged to ASC	Emerging risk	TBC	TBC but could be significant
Education	Risk	Home to School transport (HTST): Due to data quality issues, there is possibility that forecast in the monitor may be understated.	176,000	75%	132,000
People	Gross General Fund Risk		9,566,000		5,872,000

c: Capital

Approved Budget £35.1m	Revised Budget £20.5m	Expenditure to Date £15.0m 73% of Budget	Forecast Outturn £18.9m 92% of budget	Outturn Variance (£1.6m)
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Programme Expenditure / Funding

Scheme / Project		Current Year (FY2021) - Period 8				Performance to budget	
		Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast
		£000s				%	
People							
CRF1	Covid Recovery Fund – Community Improvements – Pending B	150	0	0	(150)	0%	0%
CRF2	Covid Recovery Fund – Youth Zones Investment – Pending Bus	395	350	395	0	89%	100%
NH05	Sports Provision - Pending Business Case Development	0	0	0	0		
PE01	School Organisation/ Children’s Services Capital Programme	13,348	10,627	12,484	(864)	80%	94%
PE02	Schools Organisation/SEN Investment Programme	1,512	1,423	919	(594)	94%	61%
PE03	Schools Devolved Capital Programme	1,599	462	1,599	0	29%	100%
PE04	Non Schools Capital Programme	0	0	0	0		
PE05	Children & Families - Aids and Adaptations	170	86	120	(50)	51%	71%
PE06	Children Social Care Services	813	186	813	0	23%	100%
PE06B	Adult Social Care – Better Lives at Home Programme	2,466	1,896	2,571	105	77%	104%
PE10	Sports Capital Investment	0	(15)	0	0		
Total People		20,453	15,014	18,901	(1,552)	73%	92%

The People capital programme is currently reporting a small underspend of £1.552m at P08, following the reprofiling of budgets. Most of the People capital programme relates to schools and the service have advised that there has been a re-forecast and a conservative view has been taken due to the current turbulence we are experiencing in the construction sector. This is likely to have the following effects on some of the projects:

- Potential lack of labour could hold up Contractors’ ability to mobilise in short to medium term creating delay
- Anticipated shortage of materials is worsening. This will impact the ability of contractors to meet previously achievable start on site dates
- Inflation due to the above issues could impact the sufficiency of approved budgets. This is being reviewed but could delay while strategy is developed to manage any increase in costs

These risks have been captured in operational and strategic risk registers.

a: Revenue Budget Monitor

	Revised Budget	Forecast Outturn	Outturn Variance	Of which: COVID-19	Non-COVID
P08	£52.7m	£57.7m	£5.0m overspend	£4.9m	£0.1m
P07	£52.7m	£55.8m	£3.1m overspend	£4.3m	(£1.2m)

May	Jun/Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
2.9	3.0	3.0	3.0	3.1	5.0			
	▼			▼	▼			

Position by Division

SERVICE NET EXPENDITURE SUMMARY	2021/22 - Full Year				Variance Analysis				
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance	COVID-19 Exp	COVID-19 Inc	Gross COVID Impact	Covid Service Grants/Income	Non-COVID
	£000s			£000s	£000s				
2 - Resources									
21 - Digital Transformation	15,305	14,721	16,521	1,800	821	153	974		826
22 - Legal and Democratic Services	8,603	8,275	7,910	(365)	58	0	58		(423)
24 - Finance	8,885	8,923	12,638	3,715	2,268	1,384	3,652		62
25 - HR, Workplace & Organisational Design	16,344	17,001	17,004	3	0	162	162		(159)
28 - Policy, Strategy & Partnerships	3,436	3,828	3,632	(196)	65	0	65		(260)
Total 2 - Resources	52,572	52,749	57,705	4,956	3,212	1,699	4,911	0	45

Key Messages:

At Period 8 the Resources Directorate is forecasting a full year overspend against budget of £5.0m. This is almost entirely driven by £4.9m of COVID-related pressures and includes the anticipated materialisation of almost £1.5m net risks previously reported in the directorate's Risks and Opportunities register at section (b) below.

- **Digital Transformation's** forecast closing position has deteriorated by £1.4m (all non-COVID) relating predominantly to recurrent contract licencing pressure. These were previously recorded in the Risks and Opportunities register and their materialisation is the main driver £1.5m change in the directorate's overall forecast at P8.
- **Legal and Democratic Services' division** is forecasting an underspend of (£0.4m). This is an improvement of (£0.2m) reflecting a forecast increase in the Legal Services team's internally recharged income.
- **Finance** is forecasting a £3.7m overspend at P8. The Benefits Service is forecasting a £2m pressure which relates to ongoing emergency and hardship fund payments due to COVID-19. The Revenues Service is forecasting a shortfall of £1.5m relating to the ongoing loss of summons and overpayments income. This latter forecast shortfall has deteriorated by £0.6m this period due to extended delays in recovery activity. These were previously recorded in the Risks and Opportunities register. There is a net £0.2m overspend forecast on aggregate across Finance's other services.

- **HR, Workplace and Organisational Design** reports a negligible move in its forecast at divisional level. This position does however incorporate a number of offsetting pressures and opportunities including increases in FM Repairs and Maintenance response costs and further savings in Organisational Development training spend.
- **Policy, Strategy and Partnerships** division forecasts a (£0.2m) favourable variance, an improvement approaching (£0.1m) from P7, due to low level improvement across many of the services.

Savings Delivery

B. Resources Dashboard

21/22 Resources Directorate Savings Target (£'000s):							3,493		
	This month			Last month			Top 5 largest savings at risk in 21/22 (ordered by size of saving at risk)		
	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk	ID	Name of Proposal	Value at Risk in 21/22 (£'000)
No - savings are at risk	850	387	46%	1,350	849	63%	NEW-4_Amended	Digital Transformation savings (Replaces legacy rollovers from 1920)	£ 140
Yes - savings are safe	2,363	0	0%	1,863	0	0%	21_New12	Sale of vehicles	£ 130
SAVING CLOSED - CONFIRMED AS 'SECURED & DELIVERED'	280	0	0%	280	0	0%	21_NS_05	Corporate Landlord Delivery Model	£ 55
NO RAG PROVIDED	0	0	n/a	0	0	n/a	21_New06	Efficiencies through new delivery models - Consultancy Spend	£ 32
Grand Total	3,493	387	11%	3,493	849	24%	21_New18	ICT P750 Server replacement	£ 30
n/a - represents one off savings or mitigations in previous year	-1,448	0	0%	-1,448	0	0%	Mitigated savings from previous years' that remain 'due' for delivery this year (£m)		
WRITTEN OFF	1,205	0	0%	1,205	0	0%	Amount due from previous year(s): £ 0.12		
Grand Total	3,250	387	12%	3,250	849	26%	Amount reported at risk: £ -		

Key Changes since last month:

1. There has been a **reduction in the amount at risk** in the Resources Directorate this month, from £0.8m to £0.4m. This is due to **21_NS_03 Common Activities** now reporting the full £500k savings target as **safe for 21/22**. It is understood that this is mostly met by tactical one off savings, and transformational savings will roll into 22/23.

Key messages/Comments

1. Common Activities is due to be split into tactical G&R/Resources savings for 21/22, once those Directorates have a confirmed details on how the in-year saving will be met. This remains work in progress. Transformational savings plans are shaping up as part of the CA programme and expect to roll into 22/23.

2. 22/23 budget setting is now in prep. Note there have been no requests from Resources to write off any legacy savings so these will all remain. It is anticipated new savings will also be added, as well as extensions to some current savings.

b: Risks and Opportunities

Division	Risk or Opportunity	which may impact on costs	Risk / (Opportunity) £	Likelihood (%)	Net Risk / (Opportunity) £
HR, Workplace & Organisational Development	Opportunity	Organisation Development	(90,000)	100%	(90,000)
Total					(90,000)

c: Capital

Approved Budget	Revised Budget	Expenditure to Date	Forecast Outturn	Outturn Variance
£8.6m	£5.7m	£3.1m	£6.0m	£0.3m
			105%	

Programme Expenditure / Funding		Current Year (FY2021) - Period 8				Performance to budget	
		Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast
Scheme / Project		£000s				%	
Resources							
NH06A	Bristol Operations Centre - Phase 2	268	64	268	0	24%	100%
PL21	Building Practice Service - Essential H&S	2,451	1,348	2,411	(40)	55%	98%
PL27	Vehicle Fleet Replacement Programme	1,287	489	1,426	139	38%	111%
RE01	ICT Refresh Programme	1,424	997	1,663	239	70%	117%
RE03	ITTP – IT Transformation Programme	219	183	219	0	83%	100%
RE06	Return to Workplace ICT equipment – Covid Response Fund	99	30	47	(52)	30%	47%
Total Resources		5,748	3,111	6,034	286	54%	105%

Key Messages:

PL27 Vehicle Fleet Replacement Programme (Centre of Excellence) – The budget was recently reprofiled and rephased into subsequent years to reflect the assumption that no electric vehicles were to be delivered in the current year. However, in P8 an opportunity has arisen to take delivery of six electric vans 4-5 months earlier than expected. This has resulted in a £0.1m overspend now being forecast against 21/22's recently revised and reduced budget. This variance will be covered by revisiting the phasing of the programme's budget overall so that the programme will continue to be managed within its total approved budget.

RE01 ICT Refresh – The P8 forecast for 21/22 spend has increased by £0.2m due to confirmation of the number of devices to be delivered through the Windows 10 Programme. Again this variance will be covered by revisiting the phasing of the programme's budget overall so that the programme will continue to be managed within its total approved budget.

Section A: Revenue Budget Monitor

	Revised Budget	Forecast Outturn	Outturn Variance	Of which: Covid-19	Non-Covid
P08	£55.9m	£64.6m	£8.7m overspend	£10.0m	£(1.3m)
P07	£55.8m	£64.3m	£8.6m overspend	£9.8m	£(1.2m)

May	Jun/Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
9.1	10.6	10.1	8.5	8.6	8.7			
	▼	▲	▲	▼	▼			

Position by Division

SERVICE NET EXPENDITURE SUMMARY	2021/22 - Full Year				Variance Analysis				
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance	COVID-19 Exp	COVID-19 Inc	Gross COVID Impact	Covid Service Grants/Income	Non-COVID
	£000s				£000s				
4 - Growth & Regeneration									
37 - Housing & Landlord Services	14,896	14,802	15,628	827	2,303	0	2,303		(1,476)
42 - Development of Place	1,591	1,530	1,456	(74)	0	0	0		(74)
46 - Economy of Place	12,519	12,900	14,403	1,504	131	1,165	1,296		208
47 - Management of Place	33,049	33,743	40,349	6,606	412	6,037	6,449		157
49 - Property and Asset Strategy	(7,122)	(7,122)	(7,242)	(120)	0	0	0		(120)
Total 4 - Growth & Regeneration	54,933	55,852	64,594	8,742	2,846	7,202	10,048	0	(1,306)

The Growth & Regeneration Directorate reported an **£8.7m** overspend against the revised net expenditure budget of **£55.9m** in P08. The overspend results from a combination of the impact of the Covid lockdown which is still having a significant impact on several of the directorate's fee generating services; the additional pressure of providing support for homelessness during the pandemic; as well as additional enforcement costs as well as cleaning & materials resulting from extra measures introduced to keep people safe and dealing with associated issues.

Key Messages:

Housing & Landlord Services

The Division is forecasting an overspend of **£0.827m** against a revised budget of **£14.8m**. This is a reduction of **£0.158m** against the previously reported overspend of **£0.984m** at P07. The reason for change is due to favourable variance in residual grant of £0.223m which was offset by £0.060m increase cost in B&B placements.

The main reasons for the expenditure pressures are:

- **131 Housing Options** – Forecast overspend of **£0.860m**. Housing Benefits subsidy loss is continuing to increase a forecasted overspend of **£2.8m** at Period 8. This is offset by £1.8m a one-off mitigation (as below) reducing overspend to £1m.

1. **£1.1m** is one off payment from Public Health to accommodate additional vulnerable households by ensuring that COVID safe accommodation is provided.
2. **£0.49m** from the drawdown of the New Burden Reserve and re-purposing of Residual Grant funding.
3. **£0.22m** from COVID grant covering subsidy loss.

The main reason for overspending is due to the impact of the pandemic which has seen an increase in Temporary Accommodation. The measures to reduce this overspend are currently being considered i.e. Increasing block purchases and changes in the type of accommodation provided. In addition to this as subsidy loss increases HB and income on services charges rises and overall housing options pressure will be maintained at £2.3m in 22/23.

There is also favourable variance in residual grant funding of £0.223m which is offset by £0.060m increase cost in B&B placements.

- **132 GF - Private Housing & Accessible Homes – (£0.033m)**
The underspend reduced by £0.012m compared with previously reported in period 7. This is mainly due to increase in cost related to Travellers - Kingsweston Lane and Encampments.
- **135 Housing Solutions – Forecast to budget.**
There is no change to forecast compared with previously reported at P07.

Development of Place

The division is forecasting a **£0.1m** underspend. Mainly due to additional income.

Economy of Place

The division is forecasting a **£1.5m** (£0.24m negative movement against last month) overspend against a revised budget of **£12.908m**. The total Covid-19 related budget pressure is £1.296m, and £0.2m non-covid overspend. The main reasons for the £1.5m overspend are:

- **Culture Services** - Most of this is attributable to an estimated shortfall in income across a range of services due to the pandemic £1.1m, as well as Covid related expenditure.
- **Strategic City Transport** – One-off costs from settlement payment £0.6m.
- **Various** - Other smaller Covid-19 pressures within the division largely mitigated by underspends elsewhere.

Management of Place

The division is forecasting a **£6.6m** overspend against a revised budget of **£33.735m**. The main reasons for the variance are projected shortfall in income across a few services due to the impact of Covid-19:

- The Pandemic as well as the gradual re-opening of society is still being felt in the Councils Car Parks and resident parking schemes. Occupancy has reduced significantly during the pandemic. And Income is forecast to range from between 60-85% between now and the end of the financial year. Estimated in-year loss is **£5.4m**. It should be noted that there are other parking operations (including bus lane enforcement) that are tracking ahead of target.
- Licensing Income is also reporting a significant Covid-19 related income shortfall for both Licensing and Pest control totalling **£0.7m**.
- Various additional costs are being incurred due to Covid-19 (Waste, enforcement, cleaning & materials, additional staff) related to covid-19 restrictions and these represent an additional pressure of **£0.3m**.

- The non-covid related activities also reported a significant net movement of £0.2m, which is due to additional energy costs (£2.4m) from street lighting and corporate buildings due to the increase costs of extending current contracts by an additional 3 months (note that a recent approval of a further extension which will be going to Cabinet in January 2022 will see a further £0.4m added to the forecast overspend in P9). These additional costs have been significantly offset by additional bus lane enforcement income and other non-covid impacted parking revenue, as well as other smaller favourable movements during the month.

Property & Asset Strategy Management – The division is forecasting a **£0.1m** underspend. Mainly due to additional income.

Savings Delivery

21/22 G&R Directorate Savings Target (£'000s):							2,135	
	This month			Last month			Top 5 largest savings at risk in year (ordered by size of saving at risk)	
	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk	ID	Name of Proposal
No - savings are at risk	825	615	75%	825	615	75%	FP36-E2	MITIGATION/ROLLOVER For "Identify alternative funding to continue to support people in Council Housing".
Yes - savings are safe	1,252	0	0%	1,252	0	0%	FP01-7b	Alternative to expensive nightly accommodation
SAVING CLOSED - CONFIRMED AS SECURED & DELIVERED	58	0	0%	58	0	0%	IN27b	Generating and saving money through energy generation and efficiency
NO RAG PROVIDED	0	0	n/a	0	0	n/a	IN25_continued	Increase income generation and efficiency across culture services
Grand Total	2,135	615	29%	2,135	615	29%		
n/a - represents one off savings or mitigations in previous year	-1,652	0	0%	-1,652	0	0%	Mitigated savings from previous years' that remain 'due' for delivery this year (£m)	
WRITTEN OFF	1,195	0	0%	1,195	0	0%	Amount due from previous year(s): £ 0.78	
Grand Total	1,678	615	37%	1,678	615	37%	Amount reported at risk: £ 0.58	

Key Changes since last month
There have been no changes to the 21/22 savings position for the G&R Directorate in P8

Key messages/ Comments

- Of the £2.1m target, £0.8m is continuing to report as 'RED', with **£0.6m of that stated as at risk**. All 4 of the savings at risk relate to rollover/legacy items.
- Of the legacy savings at risk, a large proportion of these have been endorsed by G&R EDM (22/09/21) to be put forward for corporate consideration to **write off**, given these are deemed not deliverable. This was flagged at Delivery Executive 13/10, which confirmed that these are still under consideration as part of wider budget setting plans (which remains underway).
- There are two other savings (worth >£0.2m total) that are continuing to progressing through the 'secured and delivered' process, but yet to achieve full sign offs (RS02 operations centre vacancy reduction, and RS11 reduce funding to key arts providers).
- In addition to in year mitigations needed for savings at risk above, note that G&R is also due to find an additional £240k contribution to the Common Activities in-year target, and likely to also have some contribution to wider thematic savings such as Third Party Spend. G&R have confirmed this can be met but a detailed plan remains outstanding.

Section B: Risks and Opportunities

GROWTH & REGENERATION DIRECTORATE RISKS & OPPORTUNITIES

Division Name	Risk / Opportunity	Description	NET Risk / Op £'000
Management of Place	Risk	Income shortfall	250
Management of Place	Risk	Energy grant pressure	30
Management of Place	Risk	Energy Service Staff & Overheads	14
Growth & Regeneration	Gross Risk		294
Management of Place	Opportunity	Potential non-cv19 underspends in MOP Highways	?
Growth & Regeneration	Gross Opportunity		0
			294

The net risks and opportunities flagged by service managers total **£0.3m**, down £0.15m from last month. The Directorate is engaging in continuous reviews with an aim to identifying mitigating options that can help

address the remaining risks. A significant number of pressures are now being mitigated from within the various divisions and have been reported in the narrative in section A above.

Section C: Capital

Approved Budget £191.8m	Revised Budget £151.9m	Expenditure to Date £55.1m 36% of Budget	Forecast Outturn £122m 80% of Budget	Outturn Variance (£29.9m)
2020/21 £163.3m	Comparator £105.3m	£35.2m	£98.7m	(£6.6m)

Programme Expenditure / Funding

Scheme / Project	Current Year (FY2021) - Period 8				Performance to Budget	
	Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast

£000s

%

Growth & Regeneration

CRF3	Covid Recovery Fund – Economic Infrastructure	850	0	170	(680)	0%	20%
GR01	Strategic Property – Temple Meads Development	5,777	793	3,806	(1,972)	14%	66%
GR03	Economy Development - ASEA 2 Flood Defences	3,634	178	3,634	0	5%	100%
GR05	Strategic Property - Hawkfield Site	2,000	328	1,000	(1,000)	16%	50%
GR05A	South Bristol Light Industrial Workspace Redevelopment	(127)	53	(127)	(0)	-42%	100%
GR07	Areas for Growth & Regeneration - Pending Business Case Development	0	0	0	0		
GR08	Delivery of Regeneration of Bedminster Green	982	243	695	(287)	25%	71%
GR09	Clean Air Zone Programme	11,600	422	2,525	(9,075)	4%	22%
NH01	Libraries for the Future	152	28	152	0	18%	100%
NH02	Investment in parks and green spaces	2,156	780	1,436	(719)	36%	67%
NH03	Cemeteries & Crematoria - Pending Business Case Development	672	67	417	(255)	10%	62%
NH04	Third Household Waste Recycling and Re-use Centre	4,782	1,611	3,782	(1,000)	34%	79%
NH06A	Bristol Operations Centre - Phase 2	1,911	1,803	2,036	125	94%	107%
NH07	Private Housing	3,527	1,854	3,527	0	53%	100%
PL01	Metrobus	569	182	911	341	32%	160%
PL02	Passenger Transport	758	162	696	(62)	21%	92%
PL04	Strategic Transport	1,916	1,759	2,788	873	92%	146%
PL05	Sustainable Transport	2,123	877	1,434	(689)	41%	68%
PL06	Portway Park & Ride Rail Platform	1,000	217	500	(500)	22%	50%
PL09	Highways infrastructure - bridge investment	2,490	809	985	(1,505)	32%	40%
PL09A	Highways infrastructure - Cumberland Road Stabilisation Scheme	6,075	2,821	4,800	(1,275)	46%	79%
PL10	Highways & Traffic Infrastructure - General	12,588	5,795	10,453	(2,134)	46%	83%
PL10B	Highways & Traffic - Street Lighting	579	319	379	(200)	55%	65%
PL10C	Transport Parking Services	1,357	1,211	1,357	0	89%	100%
PL11A	Cattle Market Road site re-development	500	159	200	(300)	32%	40%
PL14	Bristol Legible City Scheme	162	62	162	0	38%	100%

PL15	Environmental Improvements Programme	179	122	159	(20)	68%	89%
PL17	Resilience Fund (£1m of the £10m Port Sale)	47	1	47	0	3%	100%
PL18	Energy services - Renewable energy investment scheme	10,418	2,522	10,067	(350)	24%	97%
PL18A	Energy Services – Bristol Heat Networks expansion	7,605	5,560	6,605	(1,000)	73%	87%
PL18B	Energy Services - School Efficiencies	341	196	262	(79)	57%	77%
PL18D	Energy Services - EU Replicate Grant	(154)	1	(154)	0	-1%	100%
PL20	Strategic Property	270	157	230	(40)	58%	85%
PL22	Strategic Property - Investment in existing waste facilities	469	0	469	0	0%	100%
PL23	Strategic Property - Temple St	341	16	142	(199)	5%	42%
PL24	Bristol Beacon	28,478	20,114	28,478	0	71%	100%
PL26	Old Vic & St George's	0	0	0	0		
PL30	Housing Delivery Programme	15,804	3,843	8,772	(7,032)	24%	56%
PL30A	Housing Programme delivered through Housing Company	18,172	0	18,172	0	0%	100%
PL32	Western Harbour Design Development	180	0	180	0	0%	100%
PL34	Strategic property - Community investment scheme	1,150	0	300	(850)	0%	26%
PL35	Harbour Operational Infrastructure	132	47	88	(44)	35%	67%
PL36	Investment in Markets Infrastructure & buildings	387	(10)	387	0	-3%	100%
Total Growth & Regeneration		151,856	55,106	121,927	(29,928)	36%	80%

Key Messages

The current report shows **£55.1m** YTD (£8.7m in P8) spend against the revised budget of **£121.9m**, and a forecast underspend of **£30m**. To achieve the forecast for 2021/22, the directorate will need to increase the average spend per month by an additional **£8m** to an average of **£16.7m** (excluding HRA) each month for the rest of the year. Services have submitted a revised budget profile during the P8 monitoring cycles to revise down the current year forecast as well as reflect a realistic programme for future years (although this still leaves an ambitious programme for the rest of 21/22). The newly procured Strategic Partner are also being tasked with coming forward with proposals to help deliver the Capital programme at pace in line with their mandate.

a: Revenue Budget Monitor

	Revised Budget	Forecast Outturn	Outturn Variance	Of which :	
P08	£0.0m	(£0.65m)	(£0.65m) underspend	Covid-19	£2.3m
P07	£0.0m	(£1.0m)	(£1.0m) underspend	Non-Covid	(£2.9m)
					(£3.3m)

Forecast Outturn Variance by month £m									
May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb
(1.5)	(1.5)	0.3	(0.6)	(1.0)	(1.0)	(0.65)			
		▼	▲	▲	▲	▲			

Revenue Position – Income and Expenditure

HRA Income and Expenditure	2021/22 - Full Year					Current Forecast Variance P8		Previous Forecast Variance P7		Movement	
	Budget £000	Current Forecast £000	Forecasted Outturn Variance £000	Previous Forecast £'000	Variance from previous forecast £'000	COVID £000	Non COVID £000	COVID £000	Non COVID £000	COVID £000	Non COVID £000
Dwelling rents	(113,495)	(113,606)	(111)	(113,612)	6	0	(111)	0	(118)	0	7
Voids	1,200	1,079	(121)	1,200	(121)	0	(121)	0	0	0	(121)
Non-dwelling rents	(1,171)	(914)	257	(917)	3	0	257	0	254	0	3
Charges for services and facilities	(8,621)	(9,263)	(642)	(9,260)	(3)	0	(642)	0	(639)	0	(3)
Contributions towards expenditure	(30)	9	39	9	0	0	39	0	39	0	0
TOTAL INCOME	(122,117)	(122,696)	(579)	(122,580)	(116)	0	(579)	0	(464)	0	(114)
Repairs & Maintenance	33,854	33,070	(784)	32,804	266	600	(1,384)	600	(1,649)	0	265
Supervision & Management	32,219	30,164	(2,055)	30,066	97	79	(2,134)	79	(2,229)	0	95
Special Services	9,771	11,034	1,263	11,048	(14)	22	1,241	22	1,255	0	(14)
Rents, rates, taxes and other charges	755	660	(95)	585	75	0	(95)	0	(170)	0	75
Depreciation & impairment of non-current assets	29,444	29,444	0	29,444	0	0	0	0	0	0	0
Debt management	41	41	0	41	0	0	0	0	0	0	0
Movement in the allowance for bad debts	1,362	1,362	0	1,362	0	1,600	(1,600)	1,600	(1,600)	0	0
Movement on Impairment provision	421	2,021	1,600	2,021	0	0	1,600	0	1,600	0	0
TOTAL EXPENDITURE	107,867	107,796	(71)	107,372	425	2,301	(2,372)	2,301	(2,793)	0	421
NET COST OF HRA SERVICES	(14,250)	(14,900)	(650)	(15,208)	309	2,301	(2,951)	2,301	(3,257)	0	306
Net interest payable, pension costs and other non operational charges	11,043	11,043	0	11,043	0	0	0	0	0	0	0
Capital Expenditure Funded From The HRA	3,206	3,204	(2)	3,204	0	0	(2)	0	(2)	0	0
SURPLUS FOR THE YEAR ON HRA SERVICES	0	(652)	(652)	(961)	309	2,301	(2,953)	2,301	(3,259)	0	306

Key Messages

The HRA, is a ring-fenced account, it cannot budget for a deficit, it is required to be self-financing over time. In each year, there will be either a net spend or a net surplus, which will either be covered off from, or carried to the HRA General Reserve.

The HRA forecast as at P8 is an underspend of £0.652m, which is a £0.309m negative movement compared to P7. The underspend will be transferred to the HRA general reserve at the end of the year. The movement in forecast by service area is explained below:

Summary by Service		2021/22 - Year to date							Previous Forecast	
Service	Service Description	Revised Budget	Forecast Outturn	COVID-19 Exp	COVID-19 Inc	Covid-19 Pressures (B)	Non-Covid Pressures (C)	Outturn Variance	Previous Forecast Outturn	Movement in Forecast
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
321	Strategy, Planning & Governance	17,284	16,726			0	-558	-558	16,755	-29
322	Responsive Repairs	28,385	27,371	600		600	-1,614	-1,014	26,981	390
323	Planned Programmes	15,006	16,132	79		79	1,047	1,126	15,943	189
324	Estate Management	-105,326	-106,794	22		22	-1,490	-1,468	-106,729	-64
326	Estate Regeneration	536	198			0	-338	-338	375	-177
Division: Housing Services - HRA		-44,115	-46,367	701	0	701	-2,953	-2,252	-46,676	309
X10	HRA - Funding & Expenditure	11,465	13,065		1,600	1,600	0	1,600	13,065	0
X11	HRA - Capital Financing	3,206	3,206			0	0	0	3,206	0
X12	HRA - Year-end transactions	29,444	29,444			0	0	0	29,444	0
Division: HRA Funding & Expenditure		44,115	45,715	0	1,600	1,600	0	1,600	45,715	0
TOTAL HRA		0	-652	701	1,600	2,301	-2,953	-652	-961	309

- **321 Strategy, Planning & Governance (£0.558m) underspend.** Main reasons for variance are: ✓ the Moving Forward Together project is on hold therefore budget saving of (£0.250m), ✓ increase in income from overhead recharges to projects on Joinery shop (£0.120m), ✓ revised recharge to general fund (£0.092m), ✓ salary savings (£0.147m) - excluding training, ✓ other minor variances (£0.010m), ✓ increased costs arising from assuming responsibility for St Annes House. At (£0.029m), there is no significant movement on the previously reported figure.
- **322 Responsive Repairs - (£1.014m) underspend.** ✓ The underspend of (£2.427m) generated from lower numbers of relets & voids and higher recharges to capital, has been offset by (£1.179m) of additional repair costs arising from the use of sub-contractors. ✓ Salary savings (£0.279m) continue to impact the service but have been offset by lower than expected leaseholder recharges (£0.150m), ✓ the cost of legal & hand held devices (not been included in the budget), ✓ further cost overruns on PPE equipment (£0.083m) and sundry other minor variations (£0.046m).
- **323 Planned Programmes - £1.126m overspend.** This adverse variance is comprised of: ✓ renewal of higher than expected (£0.399m) heat management contract; ✓ an increase of (£0.759m) in the spend on communal amenities energy which are now based on updated forecasts following the recent price increases by the energy companies; ✓ increase in costs (£0.061m) as a result of additional safety testing required on lifts; ✓ additional expenditure on Brislington Depot £0.046m; ✓ various other minor costs (£0.049m) were offset by salary savings due to vacancies (£0.188m).
- **324 Estate Management - (£1.468m) underspend.** The main underspends are; ✓ salary savings due to vacancies of (£0.867m), ✓ additional rents largely from unsecured tenanted properties (£0.112m) and ✓ (£0.100m) additional service charges income from caretaking due to inflationary increase not included in budget, ✓ (£0.200m) savings from court cost, ✓ (£0.121m) reduction in forecast for void costs, ✓ (£0.080m) reduction in forecast for council tax voids and ✓ other minor variations of (£0.013m). The movement of (£0.064m) on previously reported forecast is mainly due to reduction in the forecast for void costs.
- **326, Estate Regeneration - (£0.338m) underspend:** Salary savings and reduction in forecast arising from identifying expenditure that should be allocated to capital projects (£0.338).

b: Risks and Opportunities

Risk	Key Causes	Key Consequence	Key Mitigations
Universal Credit (UC) and increased number of tenants in arrears following Covid-19.	UC continues to be a risk with increased monthly claimants and high level arrears cases due to the end of furlough and the withdrawal of UC uplift.	Arrears for UC tenants will increase as well as the number of claimants	DHP applied for UC cases where applicable Use of Managed Payments All team training on UC management Weekly meeting with DWP Fortnightly UC review meetings with Team Leaders Implementation of Rent Sense – January 2021
Impact of Grenfell enquiry outcomes	Additional works as a result of Fire Safety Act and the Building Safety Bill or the outcomes of independent fire safety checks on clad blocks	£25m has been set aside in the Housing Investment Plan to cover costs of any remedial or fire safety improvement works	Need to retain flexibility in capital programme to meet outcomes of Grenfell enquiry that does not result in disruption to the rest of the programme
Zero Carbon Target	BCC Climate Emergency target for all council properties to meet net zero carbon by 2030	May be required to retro fit and ensure compliance for new builds	City Leap may enable innovative solutions. Funding is yet to be identified for this work
Review of Decent Homes Standard	Social Housing White Paper announced a review of the Decent Homes Standard, currently under consultation no date yet for introduction of new standard	Increased spend in the housing stock to bring up to the new minimum standard, estimated cost over 30 years £100m	Re-prioritise spend, review income and continue to find ways to delivery Services more effectively.
Unable to spend Right to Buy receipts within designated timeframe	Impact of Covid-19 social distancing and economic disruption	Impact on the ability to develop new stock and to progress the Housing Investment Programme	Recent changes to the RTB Receipts Pooling requirements will go some way to mitigating the risk of not being able to spend 1-4-1 receipts within the requisite timeframe.
Impact of Brexit	Potential disruption to supply of materials / labour	Delays to planned programme work	Reprioritise work that can be done

c: Capital

Approved Budget P8 £110.6m	Revised Budget £87.2m	Expenditure to Date £20.4m 23% of Budget	Forecast Outturn £53.5m 61% of Budget	Outturn Variance (£33.6m)
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P7 £110.6m

£87.2m

£17.5m

20% of Budget

£66.8m

77% of budget

(£20.4m)

Capital Budget Monitor Report for period 202108 - Summary by Programme

Performance to Budget

Gross Expenditure by Programme

Current Year (FY2021) - Period 8

Ref	Scheme	Budget	Expenditure to Date	Forecast	Variance	Performance to Budget	
						Expenditure to Date	Forecast
		£000s	£000s			%	%
Housing Services Capital - Housing Revenue Account							
HRA1	Planned Programme - Major Projects	11,012	3,766	10,266	(746)	34%	93%
HRA2	New Build and Land Enabling	53,410	6,012	19,887	(33,523)	11%	37%
HRA3	Building Maintenance and Improvements	22,410	10,623	23,064	654	47%	103%
HRA4	HRA Infrastructure	375	8	358	(17)	2%	95%
Total Housing Services Capital - Housing Revenue Account		87,207	20,409	53,575	(33,632)	23%	61%
Total Housing Revenue Account		87,207	20,409	53,575	(33,632)	23%	61%

At £53.5m in period 8, the forecast expenditure showed a £13.3m reduction compared to period 7, giving rise to a projected underspend for the end of November of £33.6m.

The main variations in the forecast are:

- **New Build and Land Enabling** – This is showing an underspend of (£33.5m) against a budget of £53.4m. The budget continues to be re-profiled, as the year progresses. There are delays on a number of developments due to external factors including changes to material and labour supply and implications on legal contracts being signed with the contractors which is delaying start on sites, until the new year. A number of schemes which are under construction have suffered delays for highways and other issues which has meant a reduction in spend in the current financial year. The majority of material and labour supply issues are a knock on effect from Covid 19 which has affected the construction industry and it's supply chain on a national scale.

a: Revenue Budget Monitor

	Revised Budget	Forecast Outturn	Outturn Variance	Cumulative Deficit
P08	£182.4m	£199.2m	£16.8m overspend	£26.8m overspend
<i>P07</i>	<i>£182.7m</i>	<i>£197.5m</i>	<i>£14.8m overspend</i>	<i>£24.8m overspend</i>

May	June	Jul/Aug	Sept	Oct	Nov	Dec	Jan	Feb
20.5	20.5	21.1	24	24.8	26.8			
		▼	▼	▼	▼			

Revenue Position

Summary DSG position 2021/22 Period 08 (all figures in £000s)

	b/f	Net DSG funding/ budget 2021/22	P08 2021/22 Forecast Outturn	In-year variance at P08	Cumulative c/f
Schools Block	(619)	86,066	84,970	(1,095)	(1,714)
De-delegation	(553)	31	31	0	(553)
Schools Central Block	0	2,627	2,627	0	0
Early Years	(621)	37,185	37,954	768	147
High Needs Block	12,609	55,067	72,168	17,101	29,710
HNB Transformation	(812)	1,400	1,400	0	(812)
Funding		(182,376)	(182,376)	0	0
Total	10,004	0	16,774	16,774	26,778

Key Messages

The in-year forecast deficit on the DSG is significant at £16,774m, which when added to the brought forward balance (of £10.004m) will give a total deficit to carry forward at the end of the year of £26.778m as illustrated in the table above. The main area for concern continues to be the High Needs block, which is forecasting an in-year overspend of £17.101m and Early Years SEN overspend of £0.768m resulted from additional EHCP assessments; offset slightly by an underspend of £1,095m in the Schools block (growth fund, due to the closure of 3 schools).

b: Risks and Opportunities

The forecast above could change subject to future Panel decisions and this risk is captured in the table below.

Division	Risk or Opportunity	Description of impact	Risk / Opportunity	Likelihood	Net / (opportunity)
			£	(%)	£
DSG	Risk	Impact of future panel meetings not yet reflected in the monitor.	2,500,000	80%	2,000,000

Currently the Service is formulating a management strategy to mitigate the financial pressure, which is due to be submitted to Schools Forum and wider engagement and consultation prior to implementation.

Appendix A6 – Public Health Grant

2021/22 – P08 Budget Monitor Report

a: Revenue Budget Monitor

	Revised Budget	Forecast Outturn	Outturn Variance
P8	£0.0m	£0.0m	£0.0m overspend
<i>P06</i>	<i>£0.0m</i>	<i>£0.0m</i>	<i>£0.0m overspend</i>

May	June	Jul/Aug	Sept	Oct	Nov	Dec	Jan	Feb
0.0	0.0	0.0	0.0	0.0	0.0			

Public Health (PH) Grant of £33.643m was awarded for 2021/22.

The Public Health grant is awarded annually to the local authority. It is ring fenced for the purposes of public health. The grant funds a range of mandated public health services and supports the Director of Public Health to discharge their statutory duties for protecting health, improving health, promoting health equity, and reducing health inequalities through the funding of locally identified public health priorities.

Bristol's local priorities include reducing harms from drugs and alcohol, improving mental health, reducing harms from domestic abuse, food equality and community health action.

75 % of public health functions and services are externally commissioned with 14% internally commissioned.

An annual return must be provided by the authority to Public Health England, which is audited against the grant regulations

The tables below provide a breakdown as follows:

- Table 1: The budget for 2021/22 and the current forecast at P08
- Table 2: Further information on the Internally commissioned services for 2021/22
- Table 3: Further information on the Externally commissioned services for 2021/22

Table 1: Summary of Spend

Budget Projection	Budget 2021/22	Forecast as at P8 2021/22	Variance
	£'000	£'000	£'000
Salaries	2,896	2,985	89
Running Costs & Overheads	1,115	1,028	-87
Internal Commissioned Services	5,572	5,909	337
External Commissioned Services	28,868	30,396	1,528
Gross Cost	38,451	40,318	1,867
Funding:			
Public Health Grant	-33,643	-33,643	0
Other Grants	0	0	0
Joint Partnership Funding	-4,808	-6,675	-1,867
Use of Reserve	0	0	0
Total Funding	-38,451	-40,318	-1,867
Net Spend	0	0	0

Table 2: Public Health – Internal Commissioned Services: Plan 2021/22

Public Health - Internal Commissioning intentions	Directorate	Planned 2021/22	Forecast as at P8	Variance Outturn as at P8
		£'000	£'000	£'000
Gypsy and Traveller Health	Growth & Regeneration	12	12	0
Healthy Homes	Growth & Regeneration	70	70	0
Prevention Homelessness - Substance Misuse Pathway	Growth & Regeneration	750	750	0
Breast Feeding Support Team	People	83	83	0
Safety Fitting Equipment	People	20	20	0
Children's Centres	People	1,220	1,370	150
Community Use of school sports facilities	People	649	655	6
Children and Young People Substance Misuse	People	146	237	91
Domestic Abuse	People	896	896	0
Impact Fund - Grants to VCSE	People	673	673	0
Community Development	People	929	929	0
Healthy Eating	People	0	110	110
JSNA & Quality Of Life	Resources	25	31	6
Campaigns, Promotions & Engagement	Resources	75	45	-30
Equality & Diversity	Resources	25	28	3
Total - Internal Commissioned Services		5,572	5,909	336

Notes and explanations for variance:

- Additional public health intelligence due to a new sudden death surveillance programme
- Additional funding to pilot a weight management programme to enable a larger cohort of participants
- A reduction in campaigns due to Covid focused campaigns funded from the Contain Outbreak Management Fund Grant
- Additional funds to support Childrens centres
- Additional funds to support Children and young people’s Substance misuse

Table 3: Public Health – External Commissioned Services: Plan 2021/22

PHE Code	Public Health - External Commissioning Intentions	Planned 2021-22	Forecast as at P8	Variance Outturn as at P8
		£'000	£'000	£'000
361	Sexual health services - STI testing and treatment (prescribed functions)	5,251	5,251	0
362	Sexual health services - Contraception (prescribed functions)	3,388	3,446	58
363	Sexual health services - Promotion, prevention and advice (non-prescribed functions)	288	449	161
365	NHS health check programme (prescribed functions)	400	400	0
366	Health protection - Local authority role in health protection (prescribed functions)	0	0	0
368	National child measurement programme (prescribed functions)	463	554	91
371/372	Obesity - Children & Adults	0	59	59
373/374	Physical Activity - Children & Adults	384	309	-75
376/377	Substance misuse - Treatment for drug & Alcohol misuse in adults	8,865	8,385	-480
378/379/380	Substance misuse - Preventing & Reducing harm from drug & Alcohol misuse in adults, children and young people	39	44	5
381	Smoking and tobacco - Stop smoking services and interventions	470	470	0
382	Smoking and tobacco - Wider tobacco control	15	15	0
383/384/385	Children 0-19 public health programmes (including schools nursing and other health programmes)	8,988	10,679	1,691
386	Health at work	0	0	0
387	Public mental health	110	175	65
389	Miscellaneous public health services - other	207	160	-47
	Total External Commissioning Intentions	28,868	30,396	1,528

Notes and explanations for variance:

- Childrens: Increased spend is due mainly to entire Childrens contract now being paid for by Bristol and then income received from other authorities, also pilot programmes for Childrens' mental health (BAME)
- Sexual health: Increased expenditure on HIV Prep, additional income has been received for this. A reduction in STI prescribing and consultation in Pharmacies.
- Substance Misuse: Decreased expenditure due to the cost of medicines reducing. A separate grant funded programme called ADDER is piloting Budival prescribing use, so therefore creating a further reduction in opiate substitute prescribing. We have a large demand for rehabilitation services but a lack of supply in the market.
- Public Mental Health: Thrive programme



COVID-19 Business Support Grants

Additional Restrictions Grant (ARG) for the period to 31 March 2022

1. Introduction

- 1.1. In response to the rise in infections due to the Omicron variant, the government have announced additional funding to support businesses:
 - **Omicron Hospitality and Leisure Grant** – one-off grants for hospitality, leisure and accommodation businesses in rate-paying properties
 - **Additional Restrictions Grant:** a top up to the local authority run scheme to support businesses more broadly that are also severely impacted
- 1.2. This policy focuses on the local authority **Additional Restrictions Grant** scheme only and the one-off grants that are available under this scheme from January 2022. The purpose of this grant scheme is to support businesses that have been severely impacted by restrictions, or by the Omicron variant.
- 1.3. The value of the payment to be made to a business is at the discretion of the local authority.
- 1.4. Businesses must apply for support under this scheme directly to the local council where the business is trading. [Check the postcode of where your business is trading](#) to see which is the local council. Note, if a business applies to the wrong council it will be declined and they will need to apply directly to the correct council.

2. Eligible businesses

- 2.1 A business may be eligible if they are severely impacted by restrictions or the rise of the Omicron variant, AND either:
 - They are a business rate payer of the premises they trade from or occupy OR,
 - They are not a business rate payer of the premises they trade from or occupy, and (including those that are self-employed and sole traders) have 49 or fewer employees (a person who receives remuneration via the payroll system)

3. Funding to be provided to businesses

- 3.1. To provide support to as many businesses as possible the discretionary grants, which the council will award, will be capped to a maximum of £2,000.
- 3.2. The council has discretion as to the prioritisation of all applications received; this is likely to be based on local economic need and subject to the availability of funding. The Council reserves the

right to withhold payment where there is evidence that a business has a detrimental impact on the region, residents or our communities.

4. Eligibility Criteria

- 4.1 If the business meets all the following criteria, they could be eligible for a grant:
- based in the Bristol City Council area
 - trading on 4 January 2022 (see indicators below)
 - has ongoing fixed business-related costs e.g. rent, service charges, tool and equipment hire
 - can demonstrate they have suffered a significant fall in income (including online activity) due to the restrictions or the rise in the Omicron variant.
- 4.2. They will be required to self-certify that the business meets all the eligibility criteria
- 4.3. Indicators that a business is trading are where they:
- continue to trade buying and selling goods or services to generate turnover, whether in-person, online, via click and collect services etc. (This excludes activities undertaken for the purposes of acquiring or setting up a proposed new trade)
 - are engaged in business activity, managing accounts, preparing for reopening, planning and implementing COVID-safe measures.
 - are not in liquidation, dissolved, struck off or subject to a striking-off notice or under notice
- This list of indicators is not exhaustive.

Your personal data may be shared with the Department for Business, Energy and Industrial Strategy. Their privacy notice can be found here: [BEIS COVID-19 business support grant schemes: privacy notice - GOV.UK \(www.gov.uk\)](#)

5. Exclusions from the Discretionary Scheme

- 5.1. The business is outside of the Bristol City Council area.
- 5.2. A business premises that is eligible for the Omicron Grant Scheme
- 5.3. Businesses that have reached the subsidy allowance limit.
- 5.4. Businesses that are in administration, are insolvent or where a striking-off notice has been made.
- 5.5. Businesses that are part of a national chain.
- 5.6. Private / residential accommodation where rooms / properties are let out, that do not have a food licence.

6. Application process

- 6.1. Applicants must apply using the online application form (which will include, where required, the ability to upload documents at point of application) **within the published dates**. Late applications cannot be accepted.
- 6.2. Previous recipients of an ARG award **will need to re-apply** as the eligibility criteria have changed.
- 6.3. Only one application is required per business and must list each premises they operate (within the Bristol City Council area).
- 6.4. Applicants will need to provide information and evidence, where relevant and/or appropriate including:
 - Business type/sector
 - Company registration number
 - Charity number
 - VAT registration number
 - Business rate/council tax account number
 - Number of employees
 - Evidence of trading
 - Photo ID or alternatively a passport number or driving licence number of the applicant
 - Declaration as to the impact on your business, including the proportion of trade you have lost due to restrictions or the rise in Omicron variant. We may ask for further information or supporting evidence
 - Declaration as to Subsidy allowance
 - Bank details for payment
 - Email or correspondence address
 - Declaration of accuracy and consent to use data for wider verification
- 6.5. Payments will be made by BACS only. Validation checks will be undertaken on the bank account prior to payment, so please ensure you provide accurate bank details on the application form. Providing incorrect bank details may lead to delays in processing the application and could mean the business does not receive a grant.
- 6.6. We may request further information by email; please reply as quickly as possible, and regularly check your spam/junk folders. Failure to reply by any deadline set may mean the business will not receive a grant as we have to assess applications and make all payments by 31 March 2022.

7. Assessment Process

- 7.1. The grant process for all applicants will be open for a defined period.
- 7.2. All business applications received will be assessed against the criteria, scored and prioritised for award. Applicants not successful will receive written notification and successful applications will be accelerated for payment. This will ensure discretionary grants are awarded based on priority need across all business applicants and not on a first-come, first-served basis, which will result in inequitable outcomes.
- 7.3. Proportional top ups to awards will be considered should additional funding be available at the end of this process.
- 7.4. Businesses are encouraged to apply early in order for the assessment and payment deadlines to be achieved and the local authority will aim to process applications promptly, subject to accurate and appropriate evidence being provided at the point of application.

8. Award Process

- 8.1. There is no guarantee that every business that meets the eligibility criteria of this policy will receive a grant.
- 8.2. Eligible applicants may only receive one grant per applicant/business/premises depending on the demand and the funds available (not one per business premises)
- 8.3. We aim to support as many businesses as possible, however there is limited funding available, and prioritisation may be given to businesses or sectors based on local economic need.
- 8.4. We will take account of business size when deciding the grant awards:
 - for business rate properties this will be based on rateable value (£15k or under, over £15k and under £51k and £51k or over), or
 - for other businesses this will be based on the number of employees (sole traders, 1-9, 10-49)
- 8.5. Demand is likely to be high, and the final assessment criteria will be determined once all the applications have been processed.
- 8.6. The council has discretion as to the prioritisation of all applications received and the level of each award.
- 8.7. In the event of complaint or challenge, applicants should follow the council's [complaints procedure](#). No separate dispute mechanism is in place with this fund.
- 8.8. After making an application, the business will need to notify Bristol City Council if they no longer meet the eligibility criteria – for example if they have maximised their subsidy allowance or become insolvent.
- 8.9. In accepting a grant payment, the business is confirming their eligibility for the scheme.

8.10. Any award paid in error must be repaid and will be subject to appropriate recovery action

9. Who will receive this funding?

9.1. The person, business or organisation who according to their application is the eligible beneficiary, certified by the evidence included in their application.

10. Will this grant scheme be subject to tax?

10.1. Grant income received by a business is taxable therefore awards made under this scheme will have to be declared within the relevant annual tax return.

10.2. Only businesses making an overall profit once grant income is included will be subject to tax.

11. Managing the risk of fraud

11.1. Local authorities will not accept deliberate manipulation and will work collaboratively across the region and nationally to share intelligence and resources to detect fraud. Any business found to be giving false eligibility information or seeking to gain additional grant will be investigated. The council will recover money paid in error and fraudulent claims will be prosecuted in the courts.

12. Subsidy Allowances

12.1. Businesses must make a declaration when applying for this scheme in line with the following:

- Small Amounts of Financial Assistance Allowance – businesses are allowed up to £335,000 (subject to exchange rates) over any period of 3 years.
- COVID-19 Business Grant Allowance – businesses are allowed up to £1,900,000.
- COVID-19 Business Grant Special Allowance - if limits under the Small Amounts of Financial Assistance Allowance and COVID-19 Business Grant Allowance have been met, businesses may be able to access a further allowance of funding under these scheme rules of up to £10,000,000 provided certain conditions are met.
- Grants under these 3 allowances can be combined for a potential total allowance of up to £12,235,000 (subject to exchange rates).

13. Local Discretion

13.1 Where exceptional circumstances exist, the council reserves the right to vary the criteria of this scheme to respond effectively to local economic need.



Decision Pathway

PURPOSE: Key decision

MEETING: Cabinet

DATE: 18 January 2022

TITLE	2022/23 Budget Recommendations to Full Council		
Ward(s)	All		
Author: Denise Murray	Job title: Director Finance		
Cabinet lead: Cllr Craig Cheney	Executive Director lead: Mike Jackson		
Decision maker: Full Council Decision forum: Full Council			
Purpose of Report: To set out the Mayor's Revenue budget incorporating decisions for: <ul style="list-style-type: none"> • Revenue 2022/23 and future financial years; • Capital Programme 2022/23 to 2031/32; • Treasury Management Strategy which is including prudential indicators <p>to be considered by Cabinet in making recommendations for Council to approve the budget at its meeting on 15 February 2022.</p>			
Evidence Base: <p>An update to the rolling Medium-Term Financial Plan (MTFP) was approved by Full Council in December 2021. This report builds on both the detailed and comprehensive work undertaken on the MTFP and Capital Strategy.</p> <p>The Council is still dealing with the wide-reaching impacts of the COVID-19 pandemic: past, present and those still to come. Despite all of the current uncertainty, the Budget for 2022/23 sets out the Council's finances and identifies the efficiency savings required to produce a balanced budget in light of continuing financial pressures.</p> <p>Where appropriate public consultation has been undertaken in relation to the budget proposals to be considered by Full Council and feedback from the consultation process has been taken into account in making these final recommendations.</p> <p>This report proposes a net revenue budget in 22/23 of £431.1 million, and £17.9 million of budget savings and efficiencies are identified for 2022/23 to mitigate these pressures and total efficiencies of £34.0 million over the medium term (some of which will require further consultation).</p> <p>In the 2022/23 provisional settlement, the Government announced that the council tax referendum threshold for Bristol was 3% including the flexibility to apply a social care precept of 1%.</p> <p>After due consideration and taking into consideration consultation responses, this report recommends a 2.99% council tax increase in the Council's band D council tax for 2022/23 of which 1% is the social care precept. This equates to an annual increase of £55.20 per band D household and excludes precepts from the Avon and Somerset Police and Crime Commissioner and the Avon Fire Authority.</p> <p>The Council tracks and monitors performance monthly and any risks are reported through routine management reporting.</p> <p>It should be noted that, at the time of producing this budget report, the Final 2022/23 Local Government Finance</p>			

Settlement has not yet been published. The proposals within this budget report have been made on the basis of the latest information regarding the likely details of the settlement. The difference between these estimates and the details in the final settlement is not expected to be significant and will be met by reserve contributions

The report contains a large amount of important information and in order to make this accessible, the report is comprised of a main report and 9 appendices as follows:

Appendix A – Budget Report for Full Council

- Appendix 1 – Detailed Budget Summary by Directorate
- Appendix 2 – Capital Programme 2022/23 – 2031/32
- Appendix 3 – Budget Risk Matrix
- Appendix 4 – Treasury Management Strategy
- Appendix 5 – Flexible Use of Capital Receipts Strategy
- Appendix 6 – Budget Consultation Report
- Appendix 7 – Cumulative Equalities Impact Assessment
- Appendix 8 – Budget Savings and Efficiencies
- Appendix 9 – Long Term Investments & Shareholdings

Separate reports in respect of the Dedicated Schools Grant (DSG) and Housing Revenue Account (HRA) Landlord Services is also presented to this Cabinet meeting; however, the revenue implications of the two ring fenced funds are reflected in the proposals contained in this report.

Cabinet Member / Officer Recommendations:

That Cabinet Note:

- That a report from the Budget Scrutiny Committee will follow after their meeting on 01 February
- The categorisation of earmarked reserves and provisions set out in Section 15 of appendix A
- The advice given by the Chief Finance Officer with respect to the robustness of the budget estimates and the adequacy of the Council's reserves as set out in Section 17 of Appendix A
- The budget consultation process that was followed and feedback as outlined in Section 18 of Appendix A and Appendix 6.
- The feedback provided by the Schools Forum for Cabinet and Council, consideration in making final decisions on the Dedicated Schools Budget for 2022/23.

Approve:

- The delegation of authority to the Director of Finance after consultation with Deputy Mayor, Cabinet member for Finance, Governance, and Performance and the Mayor, to make any necessary technical adjustments or adjustments to the figures to be submitted to Full Council upon receipt of the final Local Government Finance Settlement, final precepts to be notified to the Council, West of England Combined Authority Budget, Public Health and Department for Education funding clarifications; with transfers to and or from reserves as appropriate.
- The delegation of authority to the Director of Finance after consultation with Deputy Mayor, Cabinet member for Finance, Governance, and Performance and the Mayor, to make any necessary adjustments to incorporate the Council's Ethical and Equitable Investment Policy into the Treasury Management Strategy submitted to Full Council, subject to approval by Cabinet at its meeting on 18th January 2022.

Recommends to Full Council:

- The Bristol City Council levels of Council Tax increase of 2.99%; which includes 1% precept to support Adult Social Care and noting the precepts of the Police and Crime Commissioner for Avon and Somerset and the Avon Fire Authority.

- The Council's General Fund net revenue budget for the year 2022/23 as £431.1 million and expenditure allocations as set out in Appendix 1; subject to any budget amendments properly notified to and approved by the Council in line with the Constitution.
- To Agree the Council's capital budget (including the HRA) for the years 2022/23 – 2031/32, totalling £1,906.1 million as set out in paragraph 13 and detailed in Appendix 2.
- The proposed total Schools budget of £418.8 million for 2022/23 as set out in section 9 Appendix A, which will be funded by the Dedicated Schools Grant.
- The proposed Treasury Management Strategy for 2022/23 in Appendix 4, incorporating the Minimum Revenue Provision policy and the prudential indicators and limits.
- The calculations for determining the Council Tax requirement for the year 2022/23 as outlined in Section 8 of Appendix A and in accordance with the Local Government Finance Act 1992.
- To approve the Strategy for the Flexible use of Capital Receipts as set out in Appendix 5.

Corporate Strategy alignment: The Corporate Strategy underpins the Council's budget.

City Benefits: It is a statutory requirement to set a legal budget

Consultation Details: Details of consultation are included within Appendix 6

Background Documents: <https://www.bristol.gov.uk/council-spending-performance/council-budgets>

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

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

1.Finance Advice: The Council's financial position has been set out in this report. Council is under a legal obligation (Local Government Finance Act 1992) to set a balanced budget and in doing so they are obliged, under normal administrative principles, to take into account the various relevant factors, particularly in respect of consultation and equalities.

Members are entitled to exercise their political judgement, paying due regard to the relevant factors rather than being absolutely determined by them.

The budget report sets out a comprehensive picture of the Council's finances over the short and medium term to assist in the decision-making process in setting the 2022/23 budget and the forward look for the Council.

Finance Business Partner: Michael Pilcher, Chief Accountant

Date: 10/01/2022

1.Legal Advice: Approval of a balanced budget each year is a statutory responsibility of the Council (Local Government Finance Act 1972).

The Mayor's role is to consider the budget recommendations in the report and propose a budget to Full Council to adopt. Cabinet and Full Council must have regard to the report of the Chief Finance (s.151) Officer as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves (Local Government Act 2003).

Public consultation has taken place in relation to the level of Council tax to be set in 2022/23. In doing so the Council has satisfied its statutory duty to consult with non-domestic rate payers (S65 Local Government Finance Act 1992). The responses to the consultation must be taken into account by Cabinet. Cabinet should also be satisfied that a proper consultation has taken place in that consultation was undertaken when proposals were at a formative stage and sufficient reasons and time has been given to allow consultees to understand and respond to them properly. The Budget Consultation report at Appendix 6 of the report sets out the process that was undertaken, detailed

responses to consultation and how responses have been taken into consideration by officers when developing proposals for final decision.

When considering proposals and options, Members must bear in mind their fiduciary duty to the council taxpayers of Bristol. Members must have adequate evidence on which to base their decisions.

It should be noted that where relevant, consultation will take place in respect of specific proposals set out in Appendix 8 as they are developed in future. 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 Cumulative Equalities Impact assessment at appendix 7 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 and any mitigations proposed. The decision maker must take into consideration the information in the assessment before taking the decision.

Legal Team Leader: Nancy Rollason, Head of Legal Services **Date: 10/01/2022**

3. Implications on IT: No specific IT considerations are raised by this report

IT Team Leader: Date: 10/01/2022

4. HR Advice:

There are implications for the Council’s workforce arising from the Budget proposals for 22/23.

Whilst such a significant reduction in budget will inevitably reduce the overall number of jobs in the council, action to reduce the impact on employees is already taking place. For example, through vacancy management for the common activities programme, by deleting budgeted vacancies and also reducing the number of managers through the use of succession planning. Where any jobs are subject to change, we will prioritise redeployment opportunities for affected colleagues.

Where employees are in scope for a specific saving proposal, we will carry out consultation in line with our Managing Change policy where required. This will not take place until after the budget is approved at Full Council.

An Equalities Impact in relation to the workforce implications has been completed and will be regularly reviewed and updated as consultation takes place.

HR Partner: Mark Williams, Head of Human Resources **Date: 10/01/2022**

Cabinet Member sign-off	Cllr Cheney	10/01/2022
For Key Decisions - Mayor’s Office sign-off	Mayor’s Office	10/01/2022

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

Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

1. Mayor's Budget Recommendations to Council

The approval of Mayor's budget proposals to Council in respect of 2022/23 as set out in this report, subject to any amendments agreed at the meeting:

To note:

- a) The report from the Scrutiny Budget Task and Finish Group.
- b) The budget consultation process that was followed and feedback as outlined in Section 18 and Appendix 6.
- c) The categorisation of earmarked reserves and provisions set out in Section 15.
- d) That the consultation feedback and equality impact assessments have been taken into consideration and have informed the final budget proposals.
- e) The feedback provided by the Schools Forum for Cabinet and Council, consideration in making final decisions on the Dedicated Schools Budget for 2022/23.
- f) The comments of the Chief Finance Officer (s151 Officer) on the robustness of the Budget and adequacy of reserves as set out in Section 16.

To agree:

- g) The Bristol City Council levels of Council Tax increase of 2.99%; which includes 1% precept to support Adult Social Care, noting the precepts of the Police and Crime Commissioner for Avon and Somerset and the Avon Fire Authority.
- h) The Council's General Fund net revenue budget for the year 2022/23 as £431.1 million and expenditure allocations as set out in Appendix 1; subject to any budget amendments properly notified to and approved by the Council in line with the Constitution.
- i) Agree the Council's capital budget for the years 2022/23 – 2031/32, totalling £1,906.1 million as set out in paragraph 13 and detailed in Appendix 2.
- j) The proposed Treasury Management Strategy for 2022/23 in Appendix 4, incorporating the Minimum Revenue Provision policy and the prudential indicators and limits.
- k) To approve the Strategy for the Flexible use of Capital Receipts as set out in Appendix 5.

To agree:

- l) The distribution of the 2022/23 Dedicated Schools Grant of £418.8 million as recommended by Cabinet and the Schools Forum and set out in section 9

To agree:

- m) CPI + 1% (4.1%) increase to dwelling rents for 2022/23 for existing tenants
- n) The 1-year HRA Revenue budget for 2022/23 and 10-year Capital Programme 2022/23 – 2031/32, as detailed in Appendix 2 and within affordability principles in the capital strategy.
- o) Authorise the Executive Director of Growth and Regeneration, in consultation with the Deputy Mayor, Cabinet member for Finance, Governance, Property and Culture, to set service charges in line with the anticipated and actual cost of delivery.

Delegation of authority

- p) The delegation of authority to the Director of Finance after consultation with Deputy Mayor, Cabinet member for Finance, Governance, Property and Culture and the Mayor, to make any necessary technical adjustments or adjustments to the figures to be submitted to Full Council upon receipt of the final Local Government Finance Settlement, final precepts to be notified to the Council, West of England Combined Authority Budget, Public Health and

Department for Education funding clarifications; with transfers to and or from reserves as appropriate.

- q) The delegation of authority to the Director of Finance after consultation with Deputy Mayor, Cabinet member for Finance, Governance, Property and Culture and the Mayor, to make any necessary adjustments to incorporate the Council's Ethical and Equitable Investment Policy into the Treasury Management Strategy submitted to Full Council, subject to approval by Cabinet at its meeting on 18th January 2022.

2. List of Appendices

This report should be read alongside a series of appendices:

- a) Appendix 1 – Detailed Budget Summary by Directorate
- b) Appendix 2 – Capital Programme 2022/23 – 2031/32
- c) Appendix 3 – Budget Risk Matrix
- d) Appendix 4 – Treasury Management Strategy
- e) Appendix 5 – Flexible Use of Capital Receipts Strategy
- f) Appendix 6 – Budget Consultation Report
- g) Appendix 7 – Cumulative Equalities Impact Assessment
- h) Appendix 8 – Budget Savings and Efficiencies
- i) Appendix 9 – Long Term Investments & Shareholdings

3. Executive Summary

- 3.1 The Council has a legal responsibility to set an annual balanced budget (Local Government Finance Act 1992) presenting how its financial resources are to be allocated and utilised; showing the Council's financial plan for the coming year with regard to statutory services as well as local key priorities and objectives.
- 3.2 Whilst the Council, like many others across the country, remains subject to financial challenges in its funding, it has prioritised the revenue resources available to fund key services such as social care, sought to protect the most vulnerable, and to invest in our city infrastructure during these uncertain times, to build confidence and to facilitate a sustainable future.
- 3.3 The Council has been dealing with the Covid-19 pandemic for almost 2 years and the emergency is not yet over. Areas of the Council are still at different stages of responding, restoring or renewing services. To that extent new risks and issues may still emerge in the future. One of the largest risks to the Council continues to be the pressure on financial resources and additional, unbudgeted, expenditure which is still being incurred to deal with the impact of the pandemic. The Council continues to face a prolonged period of change and uncertainty arising from Covid-19 and the impact on its finances.
- 3.4 To 2021/22, the additional Government funding has kept pace with the additional expenditure, however this funding is not anticipated to continue into 2022/23.
- 3.5 In December the Council approved the rolling Medium-Term Financial Plan (MTFP) 2022/23 – 2026/27 which estimated a funding gap of £23.1 million from our core budget in 2022/23 and the need to develop a strategy for efficiencies (doing the same for less money) or by transforming the way we do things. The Council consulted on six main areas which were being considered to save money through working more efficiently and looking for ways to generate more income in balancing the budget.
- 3.6 The Department for Levelling Up, Housing and Communities (DLUHC) announced the provisional local government finance settlement for 2022/23 in December 2021. It has

provided further one-off increase in council core spending for 2022/23 enabling councils in devolution deal areas to remain in the 100% business rates retention pilot for a further year, additional New Homes Bonus funds and included new government grants. This further funding reduced the Council's budget gap to £19.5 million and provides support for vital local services.

- 3.7 Overall, this report recommends a net expenditure budget of £431.1 million, a net increase of £6.9 million from 2021/22 budget (£424.1 million including one-off grants) and incorporates revenue investment in priority areas of £36.2 million to mitigate ongoing pressures. The report outlines a balanced revenue budget for the period 2022/23 which has been achieved as a result of additional resources available to the Council (as outlined above); a range of proposed service efficiencies and income generating options equating to £17.9 million in 2022/23 and plans to deliver a further £16.0 million in future years (underpinned by a savings contingency of -£5.8 million as outlined in section 6).
- 3.8 Achieving the reported position for 2022/23 has required the tough decision to utilise the mechanism made available to councils by the government to levy an Adult Social Care Precept of 1%, as a contribution towards the pressures the City faces in addressing Adult Social Care demands, and in addition increasing the core Council Tax base by 1.99% to support the underlying position. The two combined uplifts equate to an overall 2022/23 Council Tax increase of 2.99%, generating an additional £7.1 million resources from Council Tax for services provided by the Council.
- 3.9 In addition to the above the position reported relies on £4.0 million of one-off General Fund reserves; (not sustainable long term and increasing the gap in 2023/24) to balance the 2022/23 budget. This will allow the Council to continue to deliver its key priorities, as set out in the Corporate Strategy.

Ringfenced accounts

- 3.10 **Public Health** - Public Health teams have faced an unprecedented period of funding and demand pressures and continue to face significant pressures and challenges. In the Autumn Budget 2021 the government chose to maintain (rather than increase) the Public Health Grant in real terms over the coming year and the provisional finance settlement included no information about the national total, or individual council allocations, of the grant for 2022/23. If funding remains unchanged the indicative 2022/23 budget for Public Health would be £33.6 million. The current delay to the announcement is making it extremely difficult for councils to plan effectively at a time when public health services are vital to the fight against Covid-19.
- 3.11 **Dedicated Schools Grant (DSG)** - the final data and allocations from the Education and Skills Funding Agency (ESFA) after taking account of the October 2021 Census were released on 16 December 2021. The overall DSG allocation for 2022/23 is £418.8 million, an increase of £13.3 million on the 2021/22 final allocations of £405.6 million. Additional £8.9 million is for the Schools Block where the majority of the funding is passported to schools and will be fully spent. The confirmed funding for the High Needs Block is £75.5 million, 10.5% increase on 2021/22 (£68.3m in 2021/22). This High Needs Block continues to be under pressure. Current spending levels in 2021/22 indicate that the increased allocation will not cover spending at the same level as this year and does not provide any additional funding for growth, additional need, or historic shortfalls.
- 3.12 The current trends indicate that the deficit will increase the end of the year forecast carry forward deficit from £26.7 million in 2021/22 to £40.9 million at the end of 2022/23. Work continues on the Education Transformation Programme which will be focused on the continuing improvement in SEND provision, with particular focus on sustainable school-led programmes, addressing the deficit in the High Needs Block. However, in the absence of government action the DSG deficit forecast is anticipated to rise further until mitigation plans can be fully developed, consulted on, and begin to take effect in the coming years.

- 3.13 **Housing Revenue Account (HRA)** – the HRA report presents the Annual Budget, Housing Investment Plan and 30-year HRA Business Plan that in addition to building new homes, will redevelop and regenerate existing properties.
- 3.14 The annual 2022/23 budget is expected to be £127.1 million (an increase of £5 million from 2021/22) and includes a rent increase of 4.1% (CPI (September)+1%) for 2022/23. The HRA business plan is for a period of 30 years with gateway reviews. More focus is on the medium-term as there is more certainty on costs, demands, resources and pressures, which will enable the prioritisation of housing investment, which can be considered in the light of the Corporate Strategy and the impact of government policies on rents, disposals and regeneration. The HRA will play a significant role in the delivery of the Housing Programme and will work with the Council's General Fund and the Council's wholly owned housing company to ensure the aspiration of the housing plan is delivered.
- 3.15 The Business Plan demonstrates that the annual budget and investment proposals are fundable, subject to the assumptions within the plan, and that the HRA remains sustainable and viable over the 30-year period.
- 3.16 In addition to the above, the Council continues to progress the delivery of an ambitious rolling capital programme over the period from 2022/23 to 2031/32, which has a gross value of £1,906.1 million (including the HRA) and is fully funded through the use of HRA revenue and reserves, external funding, capital receipts and prudential borrowing.
- 3.17 As at 1st April 2022 the Council's General Fund earmarked revenue reserves (which include Public Health) are estimated to amount to circa. £95.3 million. Housing Revenue Account earmarked revenue reserves are estimated to amount to £99.1 million and School Balances £7.3 million. These funds are earmarked for specific purposes as outlined in section 15. In addition, as at 1 April 2022 the general reserve which reflects the other strategic operational and financial risks considered when recommending the minimum level of unallocated General Fund reserve is £35.6 million.
- 3.18 The proposals above all form the basis of the Council's final revenue and capital budget for 2022/23.

4. Council Strategy & Financial Planning

- 4.1 The One City Plan sets out an ambitious vision and actions for the future of Bristol to 2050. It is a collaborative approach to reach a shared vision for Bristol and aims to use the collective power of Bristol's key organisations to make a bigger impact, by supporting partners, organisations and citizens to help solve key challenges, such as driving economic growth for everyone.
- 4.2 The Council's refreshed Corporate Strategy 2022 to 2027 remains the main strategic document and sets out the Council's vision for Bristol, including the key priorities to be delivered over the medium term. It links with other key strategies and contributes to the delivery of the long-term One City Plan and shared vision for the city.
- 4.3 The Corporate Strategy will lay the foundation for delivery of the vision and consists of 7 high level strategic themes:
- **Children and Young People** - A city where every child belongs and every child gets the best start in life, whatever circumstances they were born in to.
 - **Economy and Skills** - Economic growth that builds inclusive and resilient communities, decarbonises the city and offers equity of opportunity.
 - **Environment and Sustainability** - Decarbonise the city, support the recovery of nature and lead a just transition to a low carbon future.

- **Health, Care and Wellbeing** - Tackling health inequalities to help people stay healthier and happier throughout their lives.
 - **Homes and Communities** - Healthy, resilient and inclusive neighbourhoods with fair access to decent, affordable homes.
 - **Transport and Connectivity** - A more efficient, sustainable and inclusive connection of people to people, people to jobs and people to opportunity.
 - **A Development Organisation** - From city government to city governance: creating a focussed council that empowers individuals, communities and partners to flourish and lead.
- 4.4 Our key commitments aligned to each theme, underpinned by 5 building blocks, and the values and behaviours that guide how the Council will work can be viewed in the full document accessed via the link below:
- <https://www.bristol.gov.uk/policies-plans-strategies/corporate-strategy>
- 4.5 In the current financial climate, a phased approach may need to be adopted to ensure services are sustainable and can plan appropriately for change. Through the service planning process, we will ensure resources are aligned with the Corporate Strategy priorities, transitioning our existing spend towards the priorities outlined in the strategy. We will continue to work internally and externally with our partners locally, regionally and nationally and leverage additional external funding linked to the strategic priorities and objectives of the Council.
- 4.6 The Policy and Budget Framework provides the structure and process for budget decision making and the MTFP is a key financial planning document, covering a rolling five-year period, refreshed annually. It sets out the Council's strategic approach to the management of its finances and provides a financial framework within which delivery of the Council's priorities can be progressed.
- 4.7 The MTFP and Capital Strategy approved by Full Council, December 2021 outlined the national context, new legislative and policy change and the specific service and funding issues over the period. The budget strategy and reserve policy set out the main options for mitigating the financial impacts outlined, ensuring that our reserves are kept at an appropriate level to enable the Council to be resilient to future shocks, stressors and emergency situations that we may encounter in the future, and to plan effectively for our known and potential one-off liabilities.
- 4.8 The economic uncertainty and ongoing response to the Covid-19 pandemic and Brexit has led to the government only providing a single year financial settlement for local authorities and retaining commitment to return to multi-year spending reviews when appropriate.
- 4.9 For 2022/23 local authorities have received the fourth one-year settlement in a row, which continues to hamper financial planning and financial sustainability. The one year local government allocation in a multi-year departmental spending plan and the scale of one-off grants allocated in the provisional settlement provides the greatest indication that local government funding reforms such as the Fair Funding (aimed at designing a new system for allocating funding between councils via a renewed methodology) and Business Rates reviews (100% to 75% retention and wider reforms of the business rate system) will be introduced for 2023/24. These reforms will set new funding baselines for every authority and presents a significant risk to future funding for the Council.
- 4.10 The budget has been prepared considering the strategic documents, outlined above, ensuring that each year's budget is set within the context of the Council's ongoing sustainability over the whole planning period. This has been done using best estimates from available data and based on the announced information in the Local Government Finance Settlement for 2022/23.

- 4.11 Throughout the process of setting the budget, the Council has been very mindful of the impact of changes or reductions on residents. Equalities Impact Assessments (EQIAs) are included in this and associated reports. Decision makers will need to take them into account when considering these budget proposals.

5. Current Revenue Budget Position for 2021/22

- 5.1 This report is concerned mainly with the budget estimates for 2022/23, however, it is important to consider the current year financial performance and therefore the starting point for formulating these budgets is the latest 2021/22 (P8) forecast outturn.
- 5.2 During the year we have been reporting on the financial position for both the impact of the pandemic and the underlying base financial position of the Council.
- 5.3 The current full year forecast position, based on known information at the end of November 2020 is a net £0.7 million (0.2%) overspend against the approved general fund budget, after taking into consideration the additional funding that has been allocated to the council to deal with the Covid pandemic. The gross position had this additional funding not been applied is a £27.2m overspend (6.4%). This is predominately attributed to Adult Social Care, increase in service demand and market costs pressures, Home to School Transport services for children with high needs and loss of Council income caused by lockdown restrictions.
- 5.4 For ring-fenced accounts, in-year forecast reports a £0.65 million underspend for HRA (0.53%), £16.8 million overspend for DSG (9.2%) and a balanced position on the Public Health grant.
- 5.5 It is expected that where possible mitigations will continue to be explored across services within the directorates to contain cost pressures within the delegated cash limits.
- 5.6 The ongoing pressures that have been identified through budget monitoring have been taken into consideration in preparing the Medium Term Financial Plan.
- 5.7 Further details of the forecast year end position can be found in the Period 8 2021/22 Financial Monitoring Report presented to Cabinet 18 January 2022.

6. General Fund Revenue Budget 2022/23

- 6.1 The General Fund base budgets are by far the most significant elements of the Council's budget. They are the mainstream budgets for services and are monitored monthly and reported to the Corporate Leadership Board, the Mayor and Cabinet. An incremental budgeting approach has been adopted. Whilst not the most efficient mechanism, it is an approach that can be easily understood publicly and applied consistently which enables the changes applied to year-on-year budgets to be transparent.
- 6.2 The proposed General Fund revenue budget for 2022/23 totals £431.1 million, a net increase of £6.9 million from the 2021/22 Baseline budget (£424.1 million, part of the total includes £35.3 million of one-off revenue investment). This increase includes £36.2 million investment in recurrent base budget as well as an £6.0 million of one-off costs.

Table 1

2021/22 £m		2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
388.796	Annual Base Budget Requirement	425.033	428.238	437.169	447.099	458.381
388.796	Baseline Funding	416.464	428.237	437.169	447.098	458.381

0	(Surplus)/Deficit	8.570	0	0	0	0
31.414	One-Off Costs	6.017	0	0	0	0
35.314	One-off Funding	10.586	0	0	0	0
(3.900)	(Surplus)/Deficit	(4.569)	0	0	0	0
(3.900)	(Contribution to)/Drawdown from General Reserve	4.000	0	0	0	0

6.3 The total proposed budget (£431.1 million) includes £4 million drawdown from General Reserve and use of £4.569 million of one-off funding to meet the £8.570 million baseline pressure in 2022/23 whilst new savings proposals deliver over 2022/23 and 2023/24 and therefore the current budget shows a sustainable medium term position subject to delivery of savings as outlined in the report.

6.4 The table below provides a summary of the proposed General Fund Revenue budget for the 5-year MTFP period comparing to the approved 2020/21 budget.

21/22		22/23	23/24	24/25	25/26	26/27
£m		£m	£m	£m	£m	£m
377.679	Base budget carried Forward	388.795	425.033	428.238	437.169	447.099
1.464	Inflation	21.007	12.898	10.164	10.336	10.512
(5.252)	Savings	(14.737)	(10.744)	(1.760)	(0.673)	(0.468)
14.904	Service Investments	29.968	1.050	0.528	0.267	1.239
388.796	Baseline Costs	425.033	428.238	437.169	447.099	458.381
35.314	One-off Costs	6.017	-	-	-	-
424.110	General Fund Budget	431.052	428.237	437.169	447.098	458.381
236.197	Council Tax	243.198	252.743	261.212	269.400	277.100
133.621	Business Rates (NNDR)	140.745	138.896	138.834	140.033	143.058
3.812	New Homes Bonus	3.430	-	-	-	-
30.355	Social Care Grant	37.456	36.598	37.123	37.665	38.223
24.388	Covid-19 Grants	-	-	-	-	-
0.773	Lower Tier Services Grant	0.814	-	-	-	-
-	22/23 Services Grant	7.032	-	-	-	-
	Drawdown from General & Earmarked Reserve	9.231	2.800	-	-	-
(5.037)	Collection Fund Surplus/(Deficit)	(10.854)	(2.800)	-	-	-
424.110	Funding	431.052	428.237	437.169	447.098	458.381
0	Budget Surplus/(Deficit)	0.000	0.000	0.000	0.000	0.000

6.5 The following specific changes and key assumptions have been made in the development of the 2022/23 budget.

- Council Tax increase of 2.99% (including 1.99% for general purposes and 1% Adult Social Care Precept).
 - A increase of £7.1 million in the amount of business rates income receivable.
 - A pay rise for all employees of 2.5% noting final pay award to all is subject to agreement with trade unions.
 - Additional 1.25% increase in employee national insurance contributions due to the new Health and Social Care levy.
 - Centrally held general inflationary provision for supplies and services budgets, e.g. essential utilities such as gas, electricity and water, external insurance premiums and business rates payable by us.
 - General inflationary increase on fees and charges.
 - Specific inflationary increases in Private Finance Initiative (PFI) unitary charges based on contractual terms and conditions. Specific inflationary increases as set out in other (non-PFI) long-term contracts.
- 6.6 It is important that the Council continues to plan and grow our local tax base which provides real additional resource that can assist with managing increases in service demand and changes in government funding.
- 6.7 The council tax referendum threshold remains in place, for 2022/23 the threshold set by central government is 3% for Bristol, which includes an additional 1% precept for Adult Social Care. If council tax is set below this threshold, it would mean the permanent loss of council tax baseline yield with no opportunity to make up the losses in future years without triggering a costly local referendum exercise.
- 6.8 During this period of continuous uncertainty, we are conscious of the impact of council tax increases on Bristol residents. Given the growth in demand for our services and the absence of any new permanent funding being made available by government, the Council is required to take action to ensure the sustainability of Social Care and therefore proposes to take up the Social Care Precept of 1%. This proposal seeks approval to increase 2022/23 council tax by 2.99% (£7.061 million net of increase in tax base) split between:
- General Council Tax increase of 1.99% (i.e. £4.7 million)
 - Social Care Precept of 1.00% (i.e. £2.4 million)
- 6.9 In order to support residents that have difficulty with this increase, unlike many other councils Bristol City Council continues to provide a fully funded local Council Tax Reduction Scheme (CTRS) that supports working age people on a similar basis to those who previously received 100% Council Tax benefit prior to this national scheme being abolished in 2013. Pensioners are also protected from any changes under the prescribed national scheme.

Service and corporate pressures

- 6.10 As part of the budget process each year, we look at unavoidable financial pressures on services that will have an on-going budgetary impact, some of which are outside of the control of services and cannot be immediately mitigated by savings and efficiencies. Examples of these would be non-negotiable contractual changes, which have a direct impact on costs; legislative changes such as new functions / standards; and organisation development. There are other areas where the current budget is not adequate for the level of demand within the service or loss of grants / income is anticipated; whilst these can be addressed, they cannot be addressed immediately due to the need to revise commissioned activity or develop exit strategies.

The table below summaries the cumulative baseline expenditure movement:

Description	22/23 £m	23/24 £m	24/25 £m	25/26 £m	26/27 £m
Pay Award	5.216	10.050	15.005	20.084	25.290
General Contract Inflation	13.991	22.055	27.264	32.521	37.827
Health & Social Care Levy - NIC	1.800	1.800	1.800	1.800	1.800
Total Inflationary Pressures	21.007	33.905	44.069	54.405	64.917
Service Pressures					
Adult Social Care	16.058	17.752	18.789	19.674	20.859
Children and Families	6.993	6.299	5.354	4.683	4.683
Education	3.947	3.997	4.433	4.486	4.539
Homelessness	2.300	2.300	2.300	2.300	2.300
Transport & Regulatory Services	0.670	0.670	0.670	0.670	0.670
Total Service Pressures	29.968	31.018	31.545	31.812	33.051
Total Baseline Pressures	50.975	65.323	76.014	86.617	98.368

6.11 The total proposed budget (£431.1 million) above includes £10.586 million of one-off funding which has been incorporated to balance the 2022/23 financial pressures and meet one-off costs including £5.2 million draw-down from earmarked reserves had been included to balance the financial pressure as originally planned in 2021/22. The table below summarises the one-off funding position, this spend is managed through earmarked reserves and noted in section 15 below.

One-off Spending	22/23 £m	23/24 £m
100% Business Rates Pilot	3.565	
Lower Tier Services Grant	0.814	
22/23 Services Grant	7.032	
New Homes Bonus	3.430	
ASC Market Sustainability Grant	1.369	
Collection Fund	(10.854)	(2.800)
Business Rates Reserve	5.231	2.800
Total	10.586	0
Lost income (Covid) incl. Leisure PFI	1.000	
Educ. Transformation Support for SEND	0.500	
Developing Property Strategy/ Asset Management Plan	0.500	
Project Management Delivery Capacity	0.400	
New Priority Investments	2.000	
ASC Market Sustainability Spend	1.369	
Child Sexual Abuse Inquiry	0.085	
Rent at Bridewell for assessment services	0.163	

Total	6.017	
One-off Surplus	4.569	0

6.12 Full detail of the 2022/23 service cash limit budgets are set out in Appendix 1 with key areas of investment and savings set out below.

People

Adult Social Care

6.13 Adult Social Care (ASC) has continued to deliver care and support throughout the Covid-19 pandemic, to ensure people who were going through difficult times and faced challenges in their lives continued to get the best opportunities to live their lives well.

6.14 Covid-19 has created significant demand and resource challenges for the service. To give you a flavour of just some of this work during 2021/22 ASC has:

- responded to 34,973 contacts at the service's front door
- undertaken 2,028 new Care Act assessments and 3,286 social care reviews
- triaged 3,190 Safeguarding Adults concerns
- supported 1,734 people with reablement support
- as part of the Integrated Care Bureau with Sirona, supported 5,056 referrals for people to be safely discharged from hospital
- delivered 86,102 meals
- worked with and supported over 450 providers/organisations across 1656 contracts.

6.15 Increased Covid-19 demands, having to provide care differently and at pace to facilitate safe and timely hospital discharges, has inevitably translated into increased cost pressures for the service. Market sustainability issues have also created significant cost pressures for ASC. Care providers have experienced cost pressures in relation to infection control issues and workforce challenges with widespread staff shortages where they have been unable to match pay rates being offered in other sectors.

6.16 Despite Covid-19 government grant funding and financial support via the NHS Hospital Discharge Programme, these cost pressures have been significant with the service forecasting an in year overspend of £8.7m for 2021/22 having been unable to meet their challenging savings targets because of the pandemic.

6.17 The legacy of Covid-19 on both mental and physical health is still hard to predict, as new strains emerge but will contribute to future demand for health and social care services and is reflected in the services cost pressures and essential budget 2022/23 proposals as set out below.

	22/23	23/24	24/25	25/26	26/27
	£m	£m	£m	£m	£m
Adult Purchasing Costs, placement cost pressures	11.191	11.191	11.191	11.191	11.191
Demand/demographic growth	1.014	2.108	3.145	4.030	5.215
Social work and other support staff - Improved Better Care Fund	1.800	1.800	1.800	1.800	1.800

Extra Care Housing recommissioning	1.447	2.047	2.047	2.047	2.047
Home Care Contract recommissioning	0.606	0.606	0.606	0.606	0.606
Total Pressures	16.058	17.752	18.789	19.674	20.859

(note that figures in this table are shown cumulative)

6.18 In addition, care provider contractual inflation uplifts for 2022/23, for packages of care, will see a significant rise in costs, as a result of increases in the retail price index and living wage assumptions. Inflationary uplifts will be met corporately for 2022/23.

The Settlement - distribution of social care resources

6.19 The Local Government Finance Settlement set out proposals for social care services funding for 2021/22:

- An increased Social Care Grant – Bristol’s share increased from £13.8million to £19.1million for 2022/23
- Increased funding via the Improved Better Care Fund – Bristol’s share increased by £0.5million to £17million for 2022/23. This is an inflationary uplift on 2021/22 allocations in line with the September 2020 to September 2021 change in the Consumer Price Index (CPI).
- A new Market Sustainability and Fair Cost of Care Fund from the Department for Health and Social Care to support Local Authorities prepare their markets for reform and move towards paying providers a fair cost of care. Bristol’s allocation is £1.4million for 2022/23.

Market sustainability and Fair Cost of Care Fund

6.20 This new fund has been set up to ensure that local authorities are able to move towards paying a fair cost of care. This forms part of the £3.6 billion confirmed at Spending Review 2021 to implement Charging Reform / price cap on the cost of care. These proposals are funded by the new Health and Care Levy announced in September 2021.

6.21 To secure funding local authorities are required to:

- conduct a cost of care exercise
- engage with local providers to improve data on operational costs and number of self-funders to better understand the impact of reform on the local market
- strengthen capacity to plan for, and execute, greater market oversight and improved market management to ensure markets are well positioned to deliver care
- Provide a provisional market sustainability plan setting out local strategy for the next 3 years (2022 to 2025).

Social Care white paper

6.22 2021/22 also saw the publication of the white paper People at the Heart of Care which set out a 10-year vision for adult social care and provided information on funded proposals that will potentially be implemented over the next 3 years including:

- At least £300 million nationally to integrate housing into local health and care strategies, with a focus on increasing the range of new supported housing options available. This will provide choice of alternative housing and support options and is complimentary to the Bristol Better Lives at Home project.
- At least £150 million nationally of additional funding to drive greater adoption of technology and achieve widespread digitisation across social care. Digital tools and

technology can support independent living and improve the quality of care.

- At least £500 million nationally so the social care workforce has the right training and qualifications, and feels recognised and valued for their skills and commitment.
- A new practical support service to make minor repairs and changes in people’s homes to help people remain independent and safe, alongside increasing the upper limit of the Disabled Facilities Grant for home adaptations such as stairlifts, wet rooms and home technologies.
- Up to £25 million nationally to work with the sector to kick-start a change in the services provided to support unpaid carers.
- £30 million nationally to help local areas innovate around the support and care they provide in new and different ways, providing more options that suit people’s needs and individual circumstances.
- A new national website to explain the upcoming changes, and at least £5 million to pilot new ways to help people understand and access the care and support available.
- More than £70 million to increase the support offer across adult social care to improve the delivery of care and support services, including assisting local authorities to better plan and develop the support and care options available.
- Proposed care cap to provide a limit to the cost of care for everyone in the adult social care system for the first time, significantly increasing state support.

6.23 Whilst there is much work to be done to deliver social care reform, we do not believe that the funding currently allocated is sufficient (£3.6 billion nationally over 3 years). The costs of implementing the care cap, the fair cost of care reforms and the cost associated with setting up the IT systems and processes and staff time needed to deliver the additional assessments, will considerably exceed this. The level of funding needed to support social care reform needs to match the stated ambition.

Children, Families and Safer Communities Teams

6.24 During 2021/22 Children, Families and Safer Communities’ Services faced significant impacts and budgetary pressures, as a result of Covid-19 with an overall forecast overspend of £6.7million (offset by one-off Covid-19 grant funding of £2.8m). Pressures directly attributable to Covid-19 totalled £6.4million, with significant increases in externally provided children’s placement costs presenting the area of most financial concern, having risen by 11%. These underlying cost pressures have been driven by a reduction in the rate of children exiting care to alternative forms of permanency, driving a 5% growth in Bristol’s care population. These cost and demand pressures continue into 2022/23 and are reflected in the summary below.

	22/23	23/24	24/25	25/26	26/27
	£m	£m	£m	£m	£m
Bristol Children's home staffing and maintenance costs	0.600	0.900	1.150	1.150	1.150
Social work and support staff and other accommodation and ICT costs	1.119	1.119	1.119	1.119	1.119
Home carers absence cover - agency staff	0.200	0.200	0.200	0.200	0.200
Children's Placements demand and cost pressures	4.806	3.812	2.617	1.946	1.946
Adoption west - increase in contract price	0.063	0.063	0.063	0.063	0.063
Support to Afghan families and children	0.085	0.085	0.085	0.085	0.085

Support for homeless families	0.120	0.120	0.120	0.120	0.120
Total Pressures	6.993	6.299	5.354	4.683	4.683

6.25 Bristol continues to prioritise and protect Children’s Services and we look forward to the outcome of the national Independent Review of Children’s Social Care, which is expected to report in spring 2022, which we hope will make clear the investment needed to give children and families the help they need to thrive. We recognise that how we spend money in the children’s social care system matters but understanding the cost of adverse outcomes for children is even more important.

Education

6.26 The Education and Skills service is reporting an in-year pressure of £4million (partially offset by £1.7 million one-off Covid-19 funding which leaves a net forecast overspend of £2.3 million; of which £2.1 million is Covid-19 related). These cost pressures mainly relate to Home to School Transport due to increased supplier costs, as well as additional SEN assessments, where a proportion of children require transport support, having to travel further due to local capacity issues.

	22/23	23/24	24/25	25/26	26/27
	£m	£m	£m	£m	£m
Special Educational Needs Support	1.666	1.666	2.051	2.051	2.051
Home to School Transport Increased Demand	2.281	2.331	2.382	2.435	2.488
	3.947	3.997	4.433	4.486	4.539

6.27 Following an Ofsted review in 2019, the Education service has developed an action plan and invested significant resources in the Education Health and Care Plan (EHCP) assessment and planning process in order to address some of the concerns reported. This work continues.

Growth and Regeneration

6.28 The Growth and Regeneration (G&R) directorate has several key priorities which this budget is designed to support. They are as follows:

- Sustainable and inclusive economic growth
- Housing and regeneration
- Preventing homelessness
- Ensuring that air quality standards are met across the city
- Community Participation

6.29 During the pandemic, due to the social distancing measures introduced by the government and the general economic conditions, G&R has seen significant losses on both service income and commercial income. The recovery of these income streams is likely to take some time. Most Covid-19 income losses and additional expenditure were covered by government grants in 2020/21. 2021/22 has seen some level of recovery, however, 2022/23 could still prove challenging as the pandemic remains a significant concern and government funding to mitigate such income losses was withdrawn in 2021/22. The table below outlines the emerging pressure as a result of Covid-19 that is now built into the base budget from 22/23 onwards.

6.30 It should be noted that inflationary uplifts for energy price pressures totalling £xxm , staff

salaries, are held corporately and will be requested in 2022/23.

	22/23	23/24	24/25	25/26	26/27
	£m	£m	£m	£m	£m
Homelessness Temporary Accommodation	2.300	2.300	2.300	2.300	2.300
Lost parking income due to active travel schemes	0.600	0.600	0.600	0.600	0.600
Regulatory Services - taxi licenses	0.070	0.070	0.070	0.070	0.070
	2.970	2.970	2.970	2.970	2.970

Resources

6.31 The Resources Directorate contains the Council's key resident facing services (such as Citizens Services, registrars, mortuaries, administering council tax, business rates and housing benefits) as well as further professional support services which support the strategic direction of the Council and provide essential support to members and managers to improve outcomes and deliver change. Beyond its core, statutory and regulatory duties, the Directorate also serves some of the most vulnerable in the city.

Corporate Expenditure

6.32 Central accounts hold a variety of corporate budgets which do not relate directly to individual services, as well as council-wide budgets which, largely for timing reasons, are not allocated to individual services. Generally, these council-wide budgets will be allocated to services in year, once their impact is known. Corporate budgets include the Council's capital financing costs and associated entries relating to the complexities of the capital accounting requirements. In addition, in accordance with accounting requirements, central accounts include those costs which are defined as the Corporate and Democratic Core and Levies.

6.33 **Pay awards** - as part of the Spending Review 2020, it was announced that Public Sector staff (excluding the NHS) who earn more than £24,000 pro rata, would have a pay pause in 2021/22. Those that earn below this will receive a pay rise of a minimum of £250. Pay awards for local government workers are agreed in negotiations between employers and trade unions through the National Joint Council for Local Government Services. Subsequently, the national employers, who negotiate pay on behalf of 350 local authorities, have offered a 1.75% pay award for the majority of employees, with those on the lowest salaries receiving 2.75%. This level of potential award has been provided for in the 2021/22 budget, however, is subject to negotiation which is currently not concluded at the time of writing this report. For each year from 2022/23 a 2.5% pay award is included in the budget.

6.34 **Contract Inflation** – to deliver efficiencies through contract management inflation is not applied automatically to all expenditure. A detailed review of contracts identifies key services and contracts where inflation is unavoidable, these include, Social Care placements, ICT contracts, PFI contracts and Waste Contracts. Inflation has been provided for at 4% for 2022/23 and 3% for 2023/24 with 2% from 2024/25 and beyond. With specific allocations where contract inflation is above these levels for example energy prices.

6.35 In addition to the above the increase in the National living wage of average 6.6% and Health and Social Care levy National Insurance Contribution 1.25% applicable to the provider market have further increased the pressures on the inflation related budgets. Due to the significant uncertainty regarding current levels of inflation across a variety of goods and services, additional contract inflation contingency of £2 million has been included to make provision for any unexpected increases over the next financial year.

	2022/23 £m
Capital Financing	22.495
Corporate and Democratic Core and Levies	10.866
One off funding held prior to transfer	7.595
Other including Contract Inflation and pay awards	21.246
Total	62.202

Savings

6.36 The Council has experienced a period of sustained increase in demand resulting from current global market factors and for some of the key services it provides for the most vulnerable members of the community, particularly within adult and children's social care. Following the announcement of government grant allocations and estimates of the Council's funding, a significant challenge remains in the Council budgets which cannot be balanced, and service levels cannot be sustained in some key areas over the coming years without delivering efficiency savings.

6.37 The Council identified six key areas for consideration and service reviews:

- Property and capital
- Be more business-like and secure more external resource
- Improving efficiencies
- Digital transformation
- Reducing the need for direct services
- Redesigning, reducing, or stopping services.

6.38 The recommendations emanating from these reviews have identified the potential for savings, efficiencies and income generation opportunities in the region of £33.9 million, subject to further due diligence, engagement, impact assessment and consultation: £17.9 million of savings in the 2022/23 financial year, and £16.0 million for future years as shown in Table 4 below (full details of the savings recommended for approval are set out in Appendix 8).

Table 4: Savings Breakdown

Saving Category	22/23 £m	23/24 £m	24/25 £m	25/26 £m	26/27 £m	Total £m
Property and capital investment	1.510	2.050	0.895	0.550	0.468	5.473
Be more business-like and secure more external resource	2.747	1.975	0.415	0	0	5.137
Improve efficiency	6.342	904	0	0.123	0	7.369
Digital transformation	0.310	0	0	0	0	0.310
Reducing the need for direct services	1.450	0.300	0.050	0	0	1.700
Redesigning, reducing or stopping services	5.507	7.960	0.500	0	0	13.967
Total	17.866	13.189	1.760	0.673	0.468	33.956

6.39 An optimism bias contingency for the new proposals for 2022/23 of £3.4 million (with a further £2.4 million in 2023/24) has been set aside. A savings contingency at this level is deemed appropriate considering the level of savings proposed, stage of due diligence on each and crosscutting nature of a number of the propositions.

- 6.40 £3 million is also included within the budget for any planned write off or changes to savings as a result of the consultation. This ensures there is contingency if savings are unable to progress due to change in assumptions from initial plans or plans changing as a result of consultation. Any use of this contingency will need to be considered by Cabinet in future decision making. Holding a contingency within the approved budget provides in-year flexibility to respond to any consultation, equality impact or delivery challenges and must also be assessed alongside the level of General Fund reserves.
- 6.41 During 2021/22, the following historic savings of £0.4 million were written off as no longer able to be delivered. This was funded from the savings contingency initially put aside in the 2021/22 budget.

Description	Amount £'m
FP01 - Alternative to expensive nightly accommodation	0.190
FP35 - Identify alternative funding to continue to support people in Council Housing	0.210
Total	0.400

Long Term Shareholdings and Other Investments

Shareholdings

- 6.42 The Council has a range of long-term investments and shareholdings some of which are wholly owned or to which it has a material interest. In relation to the wholly owned companies, these are complex businesses and when entering into any long-term investments such as these it is important to assess the market conditions and to acknowledge that the industries are ever-changing, and as such will always be subject to external influences, volatilities and risks. The financial performance of these companies and their assets and liabilities are regularly reviewed to ensure that there is no financial implication for the Council in future years.
- 6.43 The Council continues to assess the effectiveness of the governance, monitoring and quality performance parameters, regularly reporting to the Shareholder Group and members for informed decision making.
- 6.44 To ensure the Council's investment is protected, commercial information that could impact on an individual company's value will be managed sensitively, with due consideration given to the sensitivity of the information being requested at the time of the request in case any resulting harm would be caused due to its disclosure. However, as a public authority the Council should remain open and transparent as far as possible.
- 6.45 The Council budget reflects the Council's financial commitment associated reserves and establishes the capital and revenue cash limits that we consider sufficient to meet the business needs. The companies will operate within these council funding parameters for 2022/23 and business plans will be developed within these thresholds as well as utilisation, where appropriate, of our companies own reserves and contingencies. For further detail please see Appendix 9.

Other Investments

- 6.46 The Council's other investment activities are outlined in the table below:

Investment	Type	Total Investment Agreed £m	Current Investments £m
Port Company	Initial Retained Capital	2.500	2.500

City Funds	Loan Capital	5.000	2.477
Bristol Credit Union	Loan Capital	0.500	0.500
Homelessness Property Fund	Loan & Share Capital	10.000	9.288
Avon Mutual Community Bank	Share Capital	0.300	0.200
Bristol & Bath Regional Capital	Loan Capital	0.250	0.250
Bristol Old Vic	Loan Capital	0.948	0.108
Total		19.498	15.323

6.47 It is anticipated that from this investment the Council will benefit socially, economically, environmentally and financially. Following the pay-back period, any surplus can be used as appropriate to support the Council's revenue budget position or deliver key priorities.

7 Collection Fund Surplus / Deficit

- 7.1 Bristol City Council is required by statute to maintain a Collection Fund separate from the General Fund of the Council. Income from council tax and business rates are fixed at the start of each financial year. Any variations from this are realised through the Collection Fund and are distributed in subsequent years. Following changes to council tax discounts and exemptions and localisation of business rates, there is now significantly greater volatility and risk in relation to Collection Fund income.
- 7.2 As reported to the Council on 11 January 2022, overall there is an estimated deficit on the Collection Fund for the year ending 31 March 2021 of £13.399 million of which the Council's share is £10.854 million. Further information is available in the report to Full Council.

8 Council Tax 2022/23

- 8.1 The threshold for increasing the council tax for 2022/23 is 3% which includes 1.00% Social Care Precept and core council tax increase of 1.99%. The precept will need to be identified separately and the s151 Officer will be expected to notify the Secretary of State of the amount intended to be raised and verify that the funding has been used for adult social care.

Calculation of the Council's Tax Base

- 8.2 On 11 January 2022 Full Council approved the tax base for the year 2022/23 as 127,917. This represents a decrease of 0.02% on the previous year's tax base (127,950).

Council Tax by Band

- 8.3 It is recommended that the following amounts be submitted for agreement by Full Council for the year 2022/23:
- £243,198,359 being the sum to be met from Council tax in 2022/23 for services provision (£236,197,106 in 2020/21)

Bristol City Council's share of council tax for the year 2022/23 for the services it provides for each category of dwelling is shown as follows:

	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
	£	£	£	£	£	£	£	£
2022/23 Council Tax	1,267.48	1,478.72	1,689.96	1,901.22	2,323.70	2,746.20	3,168.69	3,802.43
2021/22 Council Tax	1,230.68	1,435.79	1,640.90	1,846.02	2,256.24	2,666.47	3,076.70	3,692.04
Percentage Increase	2.99%	2.99%	2.99%	2.99%	2.99%	2.99%	2.99%	2.99%

9 Dedicated Schools Grant

9.1 A summary of the planned use and distribution of the Dedicated Schools Grant (DSG) is incorporated within this report and the full report and associated appendices can be accessed here:

<https://democracy.bristol.gov.uk/mgAi.aspx?ID=23217#mgDocuments>

9.2 The Dedicated Schools Grant is calculated based on the following 4 funding blocks: Schools Block, High Needs Block, Central Services Block and Early Years. The overall headline increase in the 2022/23 DSG is £13.2million (3.3%) giving a total DSG of £418.8million.

9.3 The table below provides a high-level description for each block and shows the annual changes in funding.

ESFA DSG funding allocation by block	Purpose	2021-22 DSG allocation	2022/23 DSG allocation as at Dec2021	Increase	Increase
		£m	£m	£m	%
Schools block (£s)	For distribution through the formula for mainstream schools and academies, and for growth in schools	297.264	306.192	8.928	+2.9%
Central school services block (£s)	For Local Authority core functions, admissions and historic commitments	2.774	2.742	-0.031	-1.1%
High needs block (£s)	Funding for pupils with special educational needs in mainstream, special and out-borough schools, for pupils in alternative provision and local authority or commissioned services for high needs pupils	68.366	75.523	7.157	+10.5%
Early years block (£s)	Funding for distribution to Early Years settings for 2, 3 and 4-year-old early years provision, with some provision for central oversight and co-ordination	37.185	34.388	-2.797	-7.5%
Total DSG allocation (-ve: reduction)		405.589	418.846	13.257	+3.3%

Schools Block

9.4 The DSG advised by the Education and Skills Funding Agency takes into account the increase in minimum funding per pupil and the National Funding Formula (NFF). The funding is primarily generated by pupil numbers from the October census. The October 2020 census had 35,360 primary pupils, a decrease of 508 (1.4%) from October 2019, with secondary pupil numbers increasing by 641 (3.2%) to 20,579. Funding per pupil has also increased (by 2.5% for primary and 2.8% for secondary) and included in this is funding for teachers pay and pensions increases that was previously made via grant funding.

9.5 The Minimum Funding Guarantee was set at +0.5% for 2022/23 (in line with prior year) and £1.9 million was top sliced for the 2022/23 Growth Fund. Schools Forum endorsed the transfer of £1.5 million (0.5%) from the Schools Block to the High Needs Block to be earmarked to support the Education Transformation programme. Please note that this is the maximum threshold, and any amount beyond 0.5% would require Secretary of State Approval.

- 9.6 Within the average overall increase, individual schools will receive more or less funding, depending on the impact of the changes in the formula and pupil numbers.

High Needs Block

- 9.7 The key financial pressure within the DSG is in the High Needs Block. The DSG started the year with a brought forward deficit of £26.7 million and is experiencing significant in-year pressures as the Council delivers SEND improvement activities, responds to the Written Statement of Action and supports children and young people with increasing need and complexity of support. The current in year forecast is of an £14.1 million overspend which results in a cumulative forecast deficit of £40.9 million for 2022/23. Under DSG regulations this will need to be “made good” in future years from the DSG allocations.
- 9.8 As recognition of the national issues in the Higher Needs block, the Spending Round has allocated more funding to support Higher Needs pressures. For 2022/23 the estimated increase in funding is £7.2 million (10.5%) including Teachers Pay and Pensions Grant. Although clearly welcome this funding leaves no growth or additional funding to address the deficit.
- 9.9 No clarity has been provided by the DfE how, when and if, this will be funded in the longer term. Whilst the Council “carries” this deficit by means of a negative reserve it is a significant risk to both the Council and to schools.
- 9.10 Schools Forum agreed to a transfer for 2022/23 (c.£1.5m), this funding will be ring fenced to support the continuing High Needs transformation programme with clear and transparent reporting to Schools Forum on the use of this fund. The continuation of the Transformation Programme will be focused on the continuing improvement in SEND provision, with particular focus on sustainable school-led programmes and addressing the deficit in the High Needs Block. The DSG Deficit Management Plan is an iterative document which will continue to be updated throughout 2022-23 and beyond, presented to Schools Forum on a termly basis.

It is noteworthy that 2022/23 may be the last year that this flexibility will be allowed as the DfE has already consulted on the introduction of the Hard National Funding Formula from 2023/24 which would remove local flexibility.

Early Years Block

- 9.11 The allocation for Early Years is still indicative at this stage as the majority of the funding in this block is based on census data in January 2021 and January 2022, so the actual amount will be updated by ESFA once these census figures are known.

The funding allocation for the early years section is as below:

- The funding for 3 & 4 year olds remains unchanged at a rate £5.69 and as result the base rate to providers will see no increase from 2022/23 and remain at £4.88. This is an effect of real terms cuts for the sector which has experienced minimal support through the pandemic.
- For 2 year olds, the rate has increased by £0.26 to £5.80, this increase will be passed on in full to providers (increase from £5.56 to £5.80). In line with prior year, £0.03 will be retained for central administration.
- The indicative Maintained Nursery School supplementary funding reduced to £0.542m in 2022/23, equivalent to 24.4% reduction from £0.716 million in 2020/21.

- 9.12 The Council will continue to support nursery schools in seeking to seek via the government a fair settlement for Early Years providers.

Central Services Block

9.13 The Central Services Block contains ongoing & historic responsibilities and ESFA proposes to withdraw the historic element over time. This has reduced by 1.1% or £0.031million and as a result there will be no spare funding available for transfer into the High Needs Budget in 2022/23.

9.14 The table below outlines the revised allocations following the proposed movement between the blocks.

2022/23 DSG allocations by block as at December 2021	2022/23 DSG allocation	Movement between blocks	Final DSG budget 2022/23
	£m	£m	£m
Schools block	306.192	(1.531)	304.661
De-delegation			0.000
Central Services Block	2.742	0.000	2.742
High Needs Block	75.523	1.531	77.054
Early Years	34.388		34.388
Total	418.846	0	418.846

9.15 Work is underway to further develop the DSG Deficit Management Plan. This is a comprehensive tool that has been produced by the Department for Education to enable LAs to:

- Monitor how DSG funding is being spent
- Compare data on high needs spend between LA's
- Form evidence-based and strategic future plans for the provision of services for children and young people with SEND.

9.16 In order to deliver the service need on a sustainable footing, work and collaboration continue with the Transformation Programme working group to finalise early mitigation proposals for consideration by the Schools Forum in March 2022, and further work and engagement thereafter and where appropriate consultation on the co-design of these potential mitigations for development and implementation in subsequent years.

9.17 Schools Forum considered the proposals on the use and distribution of the available funding at its meeting on 13 January 2022, with final comments presented at the Cabinet meeting by the Cabinet Member for Education.

10 Public Health Grant

10.1 The annual Public Health grant is currently provided to the local authority by the Department of Health and Social Care. The grant is ring-fenced for use on public health functions as specified in the National Health Service Act 2006. This may include public health challenges arising directly or indirectly from coronavirus (Covid-19).

10.2 Public health teams have faced an unprecedented period of prolonged uncertainty and demand pressures and the public health emergency is not over, as the Council continues to provide emergency and recovery response from the impact of new variants of the virus

and the roll out of the vaccination programme which has brought a measure of relief to many people. The Council's governance processes continue to work well, in collaboration with other partners, to ensure a managed and proportionate response is being made.

10.3 In addition to the pandemic, the public health grant has a key role to play in improving health by funding vital services, such as smoking cessation, drug and alcohol services, children's health services, as well as broader public health support across local authorities and the NHS.

10.4 The grant allocation for 2021/22 was £33.6 million. The allocations for 2022/23 are yet to be announced, however the Spending Review / Autumn Budget 2021 committed to maintaining the public health grant in real terms until 2024/25 and this is the principle upon which the budget in the table below has been developed.

Public Health Budget 2022/23	Total expenditure	Total Income	Net Current expenditure
	£m	£m	£m
Sexual health services - STI testing and treatment (prescribed functions)	5.05	-1.70	3.35
Sexual health services - Contraception (prescribed functions)	3.60	-2.69	0.91
Sexual health services - Promotion, prevention and advice (non-prescribed functions)	0.57	-0.13	0.44
NHS health check programme (prescribed functions)	0.46	0.00	0.46
Health protection - Local authority role in health protection (prescribed functions)	0.41	0.00	0.41
National child measurement programme (prescribed functions)	0.22	-0.04	0.19
Public health advice to NHS commissioners (prescribed functions)	0.16	0.00	0.16
Obesity - adults	0.10	0.00	0.10
Obesity - children	0.10	0.00	0.10
Physical activity - adults	0.57	-0.07	0.50
Physical activity - children	0.57	-0.07	0.50
Substance misuse - Treatment for drug misuse in adults	6.94	-0.03	6.91
Substance misuse - Treatment for alcohol misuse in adults	2.51	-0.01	2.50
Substance misuse - Preventing and reducing harm from drug misuse in adults	0.04	0.00	0.04
Substance misuse - Preventing and reducing harm from alcohol misuse in adults	0.10	0.00	0.10
Substance misuse - Specialist drug and alcohol misuse services for children and young people	0.26	0.00	0.26
Smoking and tobacco - Stop smoking services and interventions	0.44	0.00	0.44
Smoking and tobacco - Wider tobacco control	0.05	0.00	0.05
Children 5–19 public health programmes	1.87	-0.27	1.59
Mandated 0-5 children's services (prescribed functions)	9.27	-1.52	7.75
All Other 0-5 children's services (non-prescribed functions)	1.46	0.00	1.46
Public mental health	0.18	0.00	0.18
Miscellaneous public health services - other	5.25	0.00	5.25

TOTAL PUBLIC HEALTH	40.19	-6.54	33.64
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- 10.5 The delay in funding announcements including Covid-19 related funding, makes it extremely difficult to plan at a time when public health services are at the forefront of challenges and demand pressures relating to Covid-19.
- 10.6 The Public Health grant is ringfenced and operates on a principal of self-funding, as such Public Health will seek to contain the additional costs and any new burdens directly associated with the funding. Within the Council's earmarked reserve is a Public Health ring-fenced reserve of £4.0 million as at 1 April 2021. The following Public Health commitments have been identified for draw-downs over the medium term, leaving a small buffer for unexpected adverse grant allocations should any technical adjustments be required following an announcement or other in year variations.

PH Reserve - Committed Spend	2022/23 Budget £m
Physical Activity and Sport	0.47
Covid Response	1.03
Health and Wellbeing Innovation and Transformation	1.00
Total	2.50

- 10.7 The long term future of public health funding is uncertain and will be subject to the government's delayed fair funding review and may include moving from a grant to a baseline formula with attached conditions.

11 Housing Revenue Account

- 11.1 Housing Revenue Account (HRA) is a ring-fenced self-financing account, where the Council retains all rental income but must finance all capital and revenue costs associated with its existing and new housing stock. The Council has a duty to agree a balanced HRA budget for the next financial year, as well as a sustainable long-term business plan, which takes account of capital investment needs of its stock and the revenue costs of managing and maintaining it. Although the account is ring-fenced, which means there can be no cross-subsidy between the revenue cost of services provided through the General Fund and the HRA, there are many services provided to both, paid for through recharges.
- 11.2 The 2022/23 budget proposes a rent increase of 4.1% which is CPI plus 1% in line with the guidance provided in The Rent Policy and Rent Standard, effective from April 2022.

HRA Income and Expenditure	2021.22 Budget £000	2022.23 Budget £000	Movement £000
Dwelling rents	(113,495)	(118,248)	(4,753)
Voids	1,200	1,253	53
Non-dwelling rents	(1,171)	(1,206)	(35)
Charges for services and facilities	(8,621)	(8,927)	(306)
Contributions towards expenditure	(30)	0	30

TOTAL INCOME	(122,117)	(127,127)	(5,011)
Repairs & Maintenance	33,854	37,289	3,435
Supervision & Management	32,219	31,661	(558)
Special Services	9,771	10,602	831
Rents, rates, taxes and other charges	755	754	(1)
Depreciation & impairment of non-current assets	29,444	30,357	913
Debt management	41	41	0
Movement in the allowance for bad debts	1,362	1,362	0
Movement on Impairment provision	421	412	(9)
TOTAL EXPENDITURE	107,867	112,477	4,611
NET COST OF HRA SERVICES	(14,250)	(14,650)	(400)
Net interest payable, pension costs and other non-operational charges	11,043	11,043	0
Capital Expenditure Funded From The HRA	3,206	3,606	400
SURPLUS FOR THE YEAR ON HRA SERVICES	0	(0)	(0)

HRA Capital Programme

11.3 The 5-year capital programme includes: Housing Investment Programme to maintain and improve existing stock; a baseline development programme; and a small amount for HRA IT infrastructure and disposal costs.

2021/ 22 P8	Housing Revenue Account DRAFT Capital Programme	2022/23	2023/24	2024/2 5	2025/2 6	2026/2 7	2027 to 2031	TOTAL
£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s
33,300	Housing Investment Programme	53,473	80,751	75,447	66,684	62,394	245,200	583,949
18,954	New Build & Land Enabling	68,657	113,110	89,132	42,472	31,000	410,158	754,529
358	HRA Infrastructure & Disposal Costs	550	569	581	593	605	3,210	6,107
52,612	GROSS HRA Capital Programme	122,681	194,430	165,160	109,749	93,999	658,568	1,344,585

	Capital Financing							
24,180	Capital Receipts & Grant Funding	56,424	15,181	20,225	6,752	5,218	144,000	247,800
28,432	Revenue and Reserves	62,795	71,881	33,061	33,968	34,722	190,729	427,156
0	Prudential Borrowing	3,461	107,367	111,874	69,029	54,058	323,839	669,629
0	NET HRA Capital Programme	0	0	0	0	0	0	0

- 11.4 The development programme aims to deliver 493 new council homes in the 5 year period 2022/23 to 2026/27. Of these, 145 new homes are proposed for completion in 2022/23.
- 11.5 The 2022/23 capital programme will be financed by a combination of contributions from major repairs and revenue reserves, capital receipts unapplied, external income (Homes England grant, income from sale of shared ownership and pooled Right to Buy receipts) and prudential borrowing.
- 11.6 It is planned to utilise HRA reserves over the five-year programme until the minimum level is reached at £21 million in the HRA General Reserve and £10 million in the Major Repairs Reserve before any prudential borrowing is undertaken.

12 West of England Combined Authority (WECA)

- 12.1 The West of England Combined Authority (WECA) was formed in 2017 by Bath and North East Somerset, Bristol and South Gloucestershire councils. Working with constituent councils and partners including the West of England Local Enterprise Partnership and local service providers, it aims to deliver inclusive economic growth for the region and address some of the challenges we face together.

WECA Funding

- 12.2 Within the Business Rates Collection Fund, the Council continues to provide for a 5% share of business rates to be allocated to WECA in accordance with the 100% Business Rate Retention pilot. The fund meets the costs of Highways Maintenance and Transport Improvement grants and revenue running costs. The sustainability of this funding will need to be reviewed as the government proposes changes to the national business rates retention scheme.
- 12.3 An annual revenue transport levy is also paid to reflect the cost of the core regional Integrated Transport services.
- 12.4 WECA is not permitted to raise a Council Tax to fund any of its activity and therefore no precept will be requested.
- 12.5 Full details of the WECA budget proposals will be available at www.westofengland-ca.gov.uk.
- 12.6 The WECA and Mayoral budget will be set on 28 January 2022 by the WECA Committee – following receipt, the changes from any further detail to the below will be incorporated into the Council's budget.
- 12.7 The following elements of the WECA budget and medium-term financial plan have been incorporated within the Council budget proposal and considered for future financial planning.

Transport Authority Costs

- 12.8 An annual revenue transport levy to reflect the cost of the core regional Integrated Transport services of:
- Concessionary Travel
 - Real Time Information for bus services
 - Community Transport
 - Bus Service Information
 - Supported Bus Services (whilst remaining a joint function with the constituent councils)
 - TravelWest

- Metrobus operations

12.9 The levy that the Council will pay for these services for 2022/23 will remain at 2021/22 levels at £10.2 million. From 2023/24 it is expected this will increase in line with inflation. Unitary Authority levies are pooled by the WECA Transport Integration Team and managed on a regional basis. Projected surpluses or deficits are managed on a regional basis and a transport smoothing reserve has been created to help manage financial risk.

Adult Education Budgets

12.10 Adult Education budgets were devolved to the Combined Authority with effect from the 2019/20 academic year. The 2022/23 funding for Bristol based settings is c£1 million (subject to confirmation).

City Region Sustainable Transport Settlements

12.11 From 2022/23 WECA will receive a single City Region Sustainable Transport Settlement (CRSTS) The settlement consolidates existing funds (to the value of approximately £155 million over 5 years) including: Integrated Transport Block, Highways Maintenance funding, Potholes Action Fund and the last year of Transforming Cities Fund.

12.12 Previously WECA passported £17.5 million of capital funding to the constituent authorities. This will be replaced by the settlement, of which this element is expected to be £25 million pa between the constituent authorities, of which Bristol's element will be c£8.8 million subject to confirmation of the final settlement.

Investment Programme

12.13 The WECA investment programme continues to support a number of projects and initiatives in Bristol throughout 2022/23 including:

- Bristol High Streets - Bedminster
- Temple Meads Masterplan
- South Bristol Enterprise Support
- Realising Talent [NEET]
- WE Work for Everyone
- Local CEIAG Action Research
- Reboot West
- High Street Regeneration

12.14 These are funded from the additional investment funds received by WECA as part of the devolution arrangements and reflected accordingly within the Councils' capital programme dependent on the stage of maturity and formal endorsement received from WECA.

12.15 Further bids for infrastructure funding may be made in line with the WECA Strategy and Local Growth Assurance Framework and may come forward for inclusion in the capital programme in line with future delivery arrangements.

12.16 Alongside specific projects, WECA will continue to support the Council in developing, and progress, key longer term strategic initiatives including mass transit options, strategic rail investment and spatial planning to enable clean and green sustainable growth.

13 Capital Programme 2022/23 to 2031/32

13.1 The Council plays a key role in investing in the infrastructure of the city and its communities; providing facilities for local people to use as well as stimulating investment to support growth in housing and business premises that provide jobs and opportunities.

This role becomes even more essential considering the Covid-19 pandemic and its effect on employment and the economy.

13.2 The Council's capital strategy which was approved in December 2021 is aligned to the financing principles set out in the MTFP, ensuring that the development of all prospective schemes is based on a clear evidence base and whole-life costing with, where appropriate, anticipated pay-back of the investment. The capital strategy is reviewed annually and particularly in line with the development of an asset management strategy, which will outline the approach to capital investment, ensuring that it is affordable, sustainable and prudent as well as aligned to the Council's corporate priorities. It will support the provision of the right blend of investment in key priority areas to do the following:

- Undertake mandatory duties keeping the public safe and maintain its investment
- Invest for inclusive economic growth
- Invest to save by reducing costs that would be borne by the revenue account or generating external income.

13.3 The latest update to the Council's capital strategy included significant updates which have been adhered to in developing the draft capital programme. These include:

- Enhanced governance and a more rigorous approach to managing schemes through their lifecycle which is aligned to HM Treasury Green Book principles
- Working within agreed affordability principles for the General Fund (capital financing costs no more than 10% of net revenue budget), HRA (an interest cover ratio of at least 1.25) and loan exposure to the Council's subsidiaries.
- Creation of a new Feasibility Fund to undertake a more in depth assessment of schemes (in terms of cost, scope and risk) before they enter the capital programme to mitigate the risk of scope creep and cost escalation over the project lifecycle.

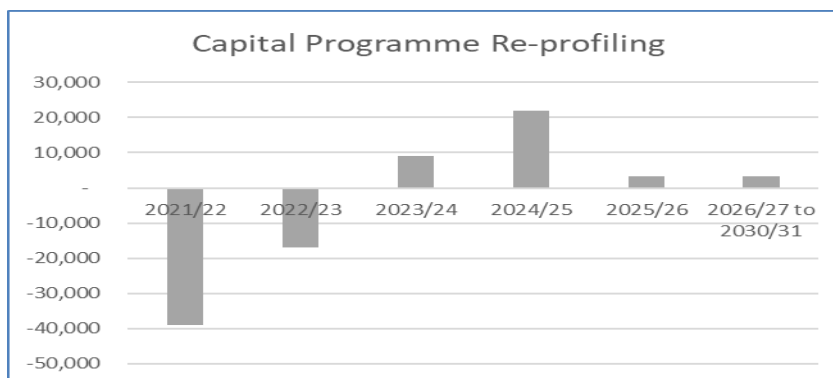
13.4 The Council has an ambitious capital programme over the next ten years. A significant proportion of this programme is aligned to large infrastructure investments that will support long term regeneration across the city, such as programmes of new housing building and developing the Temple Quarter area. This is balanced against areas which will support improvements in on-going Council services such as investing in infrastructure to support delivery of Social Care and Education services. In addition, the Council has identified investment for decarbonisation initiatives, enablers for transformation and invest to save opportunities.

13.5 The development of the capital programme for 2022/23 to 2031/32 has been within the parameters of the capital strategy and guided by the following approach set out in the approval of the MTFP by Council in December 2021:

- No additional revenue resources are available to finance new borrowing
- A re-profiling of the existing capital programme would be undertaken to free up revenue resource to finance the new Feasibility Fund
- To create headroom in the existing programme to fund transformation and invest to save projects.

13.6 A robust and rigorous review was undertaken to re-profile the capital spending across financial years on all schemes in the capital programme based on a realistic assessment of expected project delivery/implementation timescales taking into account known risks. This review resulted in £56 million of spend in financial years 2021/22 and 2022/23 being re-profiled to 2023/24 and beyond. This resulted in revenue savings of £1.9 million (of which £0.5 million is in 2022/23) over the medium term period to finance the Feasibility Fund. To ensure the Feasibility Fund is at a sufficient level an additional £2 million has

been identified from the review of earmarked reserves to create a total Feasibility Fund of £2.5 million for 2022/23.



13.7 A thorough review of the existing capital programme has been undertaken to identify headroom for re-direction of Council funding into decarbonisation initiatives, enabling transformation, invest to save opportunities and managing risk in the capital programme. The review consisted of four workshops, and subsequent follow up sessions with capital scheme managers and was led jointly by the Executive Director Growth & Regeneration and Finance. The outcome of the review identified sufficient headroom from existing Council funded schemes for the following investment:

- De-carbonisation Fund of £19 million for investment in the Council property estate and vehicle fleet to reduce the Council's carbon footprint. It is recognised further resource will be required for the Council to be fully carbon neutral and this fund will be utilised to leverage in further external investment to achieve this.
- Transformation and Invest to Save Fund of £30 million. This investment provides the fund for the Council to invest in its Digital Transformation programme, which is a key enabler to improving services to customers and being a more efficient organisation, and invest to save schemes to offset the pressures being faced on the Council's revenue budget. An example of the invest to save monies is the acceleration of the conversion of street lights to LED scheme (£7 million) which is expected to deliver revenue savings over the medium term and contribute towards the Council's decarbonisation aims.
- Managing risk in the capital programme. The Council's capital programme includes a contingency to manage cost pressures that arise during the development of schemes as they progress through their lifecycle. A contingency is an important element of a capital programme the size and complexity the Council has, and it is considered best practice to hold a contingency for unexpected events. During recent years the contingency level has been used to finance cost pressures that have arisen. It is therefore proposed to increase the contingency to £10m per annum to restore it to previous levels.

13.8 In accordance with the capital strategy governance process for managing schemes through their lifecycle these new schemes identified in paragraph 13.7 have been classified as Pending Schemes, along with similar schemes identified in previous years, and do not form part of the formal capital programme until a full mandate has been completed. In the meantime, funding allocations and their timing are illustrative. Schemes may use the Feasibility Fund to develop their mandate in greater depth.

13.9 The most significant investment schemes in the capital programme 2022/23 to 2031/32 are:

- Investment in the Council's housing stock through the Housing Revenue Account (HRA) (£1,345 million)
- Highways and Traffic Infrastructure (£54.6 million)

- Housing delivery programme delivered through Goram Homes (£45.3 million)
- Temple Meads Development (£44.1 million)
- Bristol Beacon (£39.8 million)

13.10 The Council has been successful in its bid for resources from the City Region Sustainable Transport Settlement (CRSTS) from government. The CRSTS aims to drive growth and productivity through infrastructure investment, level-up services towards the standards of the best, and decarbonise transport, especially promoting modal shift from cars to public transport, walking and cycling. The grant from government for Bristol is £191 million and requires match funding from the Council of £38 million. The Council's contribution in the 2022-27 period is planned to come from resources arising from Clear Air Zone (CAZ), developer contributions and strategic transport funding in the capital programme.

13.11 The Capital Programme over the next ten years is fully funded through the use of external funding, capital receipts and borrowing where appropriate. A number of the schemes are earmarked only with business cases pending approval. Should approval not be forthcoming, these funds may be redirected to ensure maximum available capital investment is targeted to works that begin to address the ambition to make Bristol a more equal, aspirational and resilient city, where everyone can share in its success. Further details on the refreshed rolling capital programme are contained in Appendix 2.

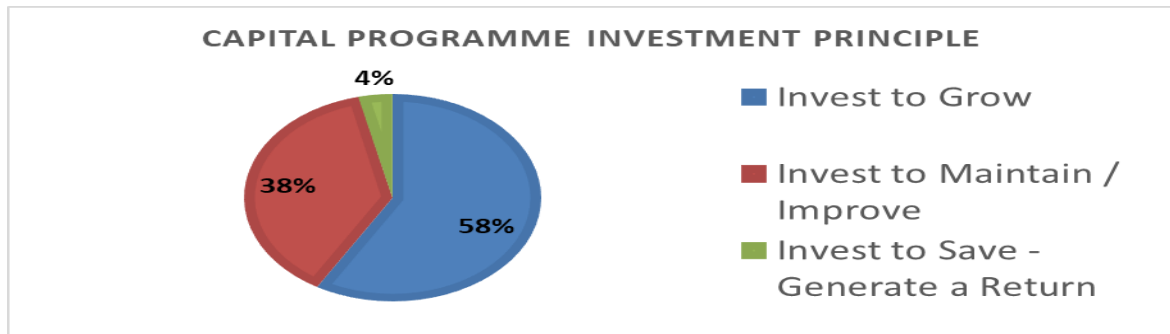
13.12 The Council has significant capital investment requirements in its HRA Housing stock, which includes regular planned maintenance and refurbishments to existing assets as well as programmes to deliver new housing stock. The capital programme includes the first 10 years of the 30 year HRA Business Plan.

13.13 The Council must ensure sufficient funding is available to meet the requirements of the agreed projects within its Treasury Management Strategy, which is reviewed annually and updated to reflect projects as they are refined or become ready for delivery. The Treasury Management Strategy is set out as Appendix 4 to this report.

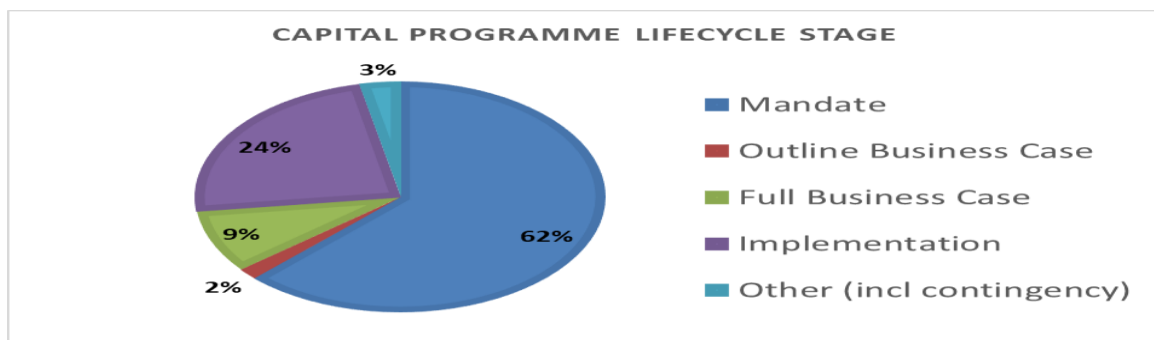
13.14 The table and graphs below summarise our current capital spending plans for the next ten years that total £1,906 million. The detailed draft programme and its financing are set out in Appendix 2.

21/22 £m		22/23 £m	23/24 £m	24/25 £m	25/26 £m	26/27 to 30/31 £m	Total £m
18.401	People	24.066	12.184	5.893	0.000	0.000	42.143
121.012	Growth & Regeneration	125.824	116.634	68.619	30.298	22.907	364.282
6.086	Resources	9.793	5.094	2.500	2.500	2.000	21.887
1.342	Corporate	10.624	10.000	10.000	10.000	6.000	46.624
0.395	Pending Schemes	16.250	21.810	20.485	17.420	10.600	86.565
52.612	Housing Revenue Account	122.681	194.429	165.160	109.749	752.566	1,344.585
199.848	Total	309.238	360.151	272.657	169.967	794.073	1,906.086
	<i>Financed by:</i>						
54.923	Prudential Borrowing	53.808	38.516	27.368	21.863	18.805	160.360
36.931	Grant	55.096	31.118	18.858	5.011	3.500	113.583
24.134	Capital Receipts (GF)	29.253	56.339	28.440	17.694	6.000	137.726
11.741	Developer Contributions	10.599	5.997	7.580	5.400	4.430	34.006
2.609	Revenue/Reserves (GF)	0.968	0.000	0.500	1.000	0.000	2.468
16.898	WECA/Economic Development Fund	36.833	33.752	24.751	9.250	8.772	113.358
52.612	Housing Revenue Account	122.681	194.429	165.160	109.749	752.566	1,344.585

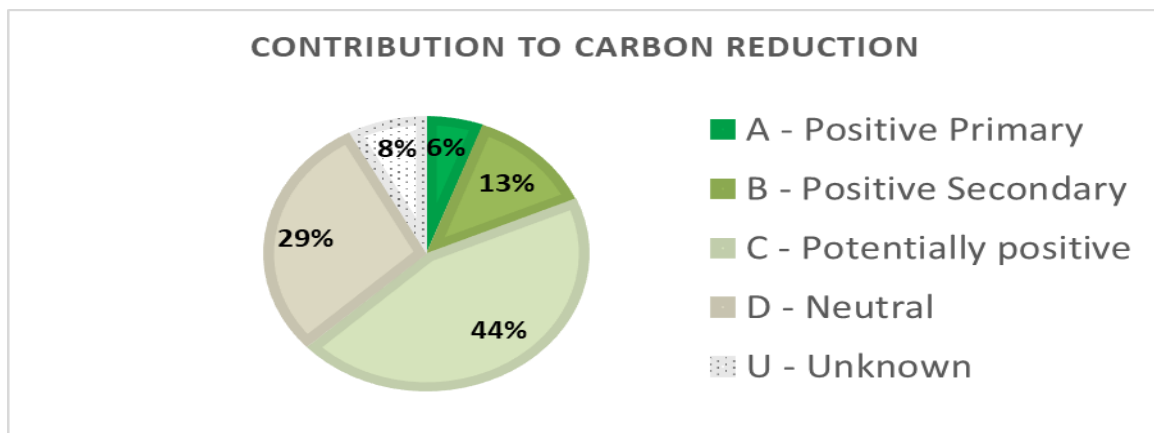
Analysis of the Capital Programme by Investment Principle:



Analysis of the Capital Programme by project lifecycle stage:



Analysis of the Capital Programme by contribution to carbon reduction (analysis based on existing approved Capital Programme plus proposed De-carbonisation Fund):



14 Treasury Management Strategy

14.1 The Council’s Treasury Management Strategy, Minimum Revenue Provision Policy, Investment Strategy and Prudential Indicators are set out in Appendix 4.

15 Reserves and Balances

15.1 The Council holds reserves as part of its approach to maintaining a sound financial position and to demonstrate that there are no material uncertainties about the Council as

a going concern. The requirement for financial reserves is linked to legislation such as Local Government Act 1992, which requires councils to “have regard” to the level of reserves needed to meet future expenditure when calculating a budget.

- 15.2 The application and use of reserves supports the achievement of service delivery and improvements and can support any in year service budgetary pressures or budget pressures arising from funding reductions. The Council’s reserves policy is described below and reflects the guidance previously provided by the Audit Commission, in respect of the appropriate level of general reserves.
- 15.3 Additionally, some specific earmarked reserves are set aside to manage timing differences between the receipt of income and expenditure being incurred, in accordance with accounting rules.

General Reserve

- 15.4 The purpose of the Council’s General Reserve will be to meet costs arising from any unplanned or emergency events such as unforeseen financial liabilities or natural disasters. It also acts as a financial buffer to help mitigate against the financial risks the Council faces and can be used to a limited degree to ‘smooth’ expenditure on a one-off basis across years.
- 15.5 Our General Reserve Policy is that an unallocated general reserve will be retained of at least 5-6% of the net revenue budget, however as approved in the MTFP, given the uncertain financial climate, sensitivity and risks in the financial plan, it is planned that if required this reserve will on a temporary basis be up to 10% of the net revenue budget and released to either earmarked reserve or revenue as greater certainty is achieved over the period of the MTFP.
- 15.6 The balance of the General Fund Reserve at 31 March 2022 is anticipated to be £35.7 million (8%).

Earmarked Reserves

- 15.7 The purpose of the Council’s earmarked reserves is to meet identified spending commitments. These reserves will only be used for the purpose for which they were created and will be reviewed periodically but as a minimum annually.
- 15.8 The opening balance in earmarked reserves on 1 April 2021 was £246.6 million. Drawdown in 2021/22 is expected to be £132.6million, this is predominantly due to draw down related to Covid-19 grants received in the previous year related to this year's spend and accounting treatment of Covid-19 business grants.
- 15.9 The Council is an extremely complex organisation with a wide scale and diversity of activities and assets, interest and liabilities. By their nature many of the risks cannot be quantified and in this current challenging financial climate it is essential that the Council maintains adequate levels of reserves.

Reserve Type	Opening Balance 01.04.2021 £m	Net Movement £m	Closing Balance at 31.03.2022 £m	Forecast Movement £m	Closing Balance at 31.03.2022 £m
Statutory/Ring-Fenced	(41.589)	19.606	(21.983)	0.100	(21.883)
Capital Investment	(38.572)	11.125	(27.447)	(4.076)	(31.523)
Financing	(3.928)	1.102	(2.826)	(0.327)	(3.153)
Risk and Legal	(106.955)	82.775	(24.180)	6.759	(17.421)
Service	(55.603)	36.772	(18.831)	7.013	(11.818)

Earmarked Reserve Total	(246.648)	132.550	(95.267)	9.469	(85.798)
General Reserves	(35.666)	0.000	(35.666)	3.175	(32.491)

Reserve type	Description
Capital Investment	The capital reserve is maintained to provide funding for the Council's capital and commercial investments.
Risk and Legal	Risk Reserves Funds set aside to mitigate risks not otherwise provided for as well as commission advice and mitigate risks of potential litigation/claims.
Statutory/Ring-Fenced	Amounts required by statute or accounting code of practice to be set aside and ring-fenced for specific purposes, e.g. Public Health Reserve, City Deal Business Rate Pooling.
Financing	Includes PFI sinking fund, grant income carried forward in accordance with accounting regulations, including troubled families grant and resources set aside to match known contract liabilities.
Service	Amounts set aside to finance specific projects or to meet known expenditure plans, for example election reserve for local elections.

15.10 In accordance with the policy on reserves, all forecasted balances to 31 March 2021 have been reviewed for their continuing need, alignment with Council priorities and a risk assessment considering internal and external factors has been undertaken. The following reserves have been reviewed and no longer required as related projects have been completed without utilising these funds and have been redirected to other priorities.

Name	Amount £m
Goram Homes Investment	1.700
Waste Contract Payment Mechanism	1.500
Housing Support	0.400
Planning	0.085
Public toilets	0.053
Adult Social Care Innovation Fund	1.500
Counter Fraud Hub Development	0.087
Operational Reserve – Resources	0.500
Total Released	5.825

15.11 As outlined in the MTFP new reserves have been identified as necessary to meet the strategic aims of the Council which have been revised within the funding envelope available.

Name	Amount £m
Capital Programme Feasibility Fund (Revenue)	2.000
Transformation / Change Projects (Delivery & Capacity Reserve)	3.000
Property Asset Management Plan	0.500
Project Management Office	0.400
Education Transformation Support for SEND	0.500
New Priority Investments (such as City Leap implementation)	2.000
General Reserve	0.825

Capital Investment	4.076
Total	13.301
Financed by:	
Release of reserves (as per table above)	5.825
MRP clawback	4.076
New Homes Bonus	3.400
Total New Reserves	13.301

15.12 In line with the Council's reserve policy as set out in the MTFP, as part of setting the annual budget we will also identify any earmarked reserves which could be redirected to revenue if required during the year. For 2022/23, due to the timing of when the funding will be required, the following reserve has been identified to be drawn down if required – any use of this would need plans to re-establish before being required.

Reserve	Amount £m
Flood Strategy	10.000

15.13 The levels of General and Earmarked reserves recommended in this report for the financial year 2022/23 are believed to be sufficient to meet all the Council's obligations and have been based on a detailed risk assessment. The reserve limits will be reviewed on an annual basis against prevailing risk assessments which consider both internal and external factors.

16 Financial Health Indicators

16.1 In setting the budget for 2022/23 the Council has been reflective of the outcomes of the CIPFA Financial Resilience Index and other financial benchmarking. In the MTFP the following areas were identified as particularly pertinent:

- Adult Social Care ratio;
- Level of Reserves; and
- Gross External Debt.

16.2 The highest area of risk to the financial resilience of the Council is the proportion of budget spent on adult social care services as this is seen as an inflexible cost which is difficult to reduce over short term and impacts on the Council's ability to respond with agility to changing demands. The level of increased investment in Adult Social set out in the budget increases this risk and will need addressing over the medium term to manage this.

16.3 Similarly the planned use of reserves in the 2022/23 budget reduces the resilience of the Council to respond to unexpected shocks and whilst the current levels are sufficient to manage the current level of risk, increasing these over the medium term would increase the resilience of the Council to respond to shocks.

17 Risk Management and Financial Assurance Statement

17.1 Section 25 of the Local Government Act 2003 requires that when a local authority is making its budget calculations, the Chief Finance Officer of the authority must report to the Council on the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves. The Council has a statutory duty to

have regard to the Chief Finance Officer's report when making decisions about the calculations.

- 17.2 The Chartered Institute of Public Finance and Accountancy (CIPFA) Financial Management Code (to which compliance is obligatory) reinforces this requirement, saying that the statement in relation to the proposed financial reserves should consider whether the level of general reserves is appropriate for the risks (both internal and external) to which the Council is exposed and give reassurance that the authority's financial management processes and procedures are able to manage those risks.
- 17.3 The Chartered Institute of Public Finance and Accountancy (CIPFA) Financial Management Code reinforces this requirement stating that the statement in relation to the proposed financial reserves should consider whether the level of general reserves are appropriate for the risks (both internal and external) to which the Council is exposed and give reassurance that the authority's financial management processes and procedures are able to manage those risks.
- 17.4 While the statutory local authority budget setting process continues to be on an annual basis, a longer-term perspective is essential if local authorities are to demonstrate their financial sustainability.
- 17.5 The uncertainty regarding future funding for local authorities makes a robust and evidenced assessment of financial governance and future resilience critical and in considering the robustness of any estimates, the following criteria has been assessed:
- Is performance against the current year's budget on track and where variances are evident, ongoing and unavoidable, are they appropriately reflected in the plans?
 - Are arrangements for monitoring and reporting performance against the savings plans robust?
 - The reasonableness of the underlying budget assumptions based on information available.
 - The alignment of resources with the Council's service and organisational priorities.
 - A review of the major risks associated with the budget.
 - The availability of un-earmarked reserves to meet unforeseen cost pressures.
 - Have realistic income targets been set and 'at risk' external funding been identified?
 - Has a reasonable estimate of cost pressures been made?
 - Are arrangements for monitoring and reporting performance against the budget robust?
 - Is there a reasonable contingency available to cover the financial risks faced by the Council?
 - Is there a reasonable level of reserves which could be used to mitigate any issues arising and are they reducing as the risks decrease?
 - The strength of the financial management function and reporting arrangements.
 - Has there been quality of engagement with colleagues and councillors in the process to develop and construct the budget?
- 17.6 Responses to the above are outlined in section 17.22 below. In addition, sensitivity analysis has been carried out in relation to the major assumptions used within the budget to ascertain the levels of potential financial risk in the assumptions being used.
- 17.7 As a result of unprecedented economic and financial uncertainty there will undoubtedly be risks inherent in the budget process and it is important that these are identified, mitigated and managed effectively. These are outlined in depth within the MTFP and the

key financial planning risks that may affect the projections over the medium term and delivery of a balanced budget are summarised below:

General Fund Revenue

The table below illustrates the impact of any changes in standard key planning assumptions for any given year:

	£m
Income	
Change in Council Tax Collection Rates by 1%	5.0
Change in Business Rates Collection by 1%	2.3
Change in Council Tax Growth by 1%	2.5
Changes in Government Funding Settlement by 5%	6.1
Expenditure	
Change in Pay Award by 1%	1.9
Change in General Contract Inflation by 1%	1.9

- Other considerations include uncertainty in relation to the prolonged pandemic, its severity and the impact on economic recovery.
- Future local government finance framework including business rates retention and lower core funding.
- Ongoing demand and cost of social care for both adults and children.
- 2023 Pension Actuarial Review.
- Achievement of the Council's current and future year's budget savings in both their timing and income target.
- Income projections built into the budget may not be achievable due to factors outside of the Council's control e.g. a worsening economic outlook and or reduction in investment yields.

DSG Deficit

17.8 The challenges in the SEND system within Bristol are significant. Demand to meet SEND requirements continues to increase at a faster rate than change can be implemented. Delivering statutory duties within the allocated budget from the Department for Education is not considered viable or sustainable and the DSG Deficit management Plan (DMP) will only reduce the deficit, and not resolve it.

17.9 Fundamental transformation is needed within the SEND system to deliver the scale of change required. The DSG DMP, which is being developed, does not currently lead to full financial recovery against the in-year or cumulative overspend. The Council could make meaningful inroads to the overspend alongside addressing increasing demand, adhering to statutory duties however given the scale of the financial challenge this will likely fall short of closing the annual gap over the five year period, meaning cumulative deficits being carried forward into future years unless alternative funding is received.

17.10 DfE conditions of grant includes a statutory requirement that DSG reserves in deficit cannot be funded from the general fund without explicit permission from the Secretary of State, and as such permits LAs to continue to carry deficits forward from year to year. The Ministry of Housing Communities and Local Government (MHCLG now DLUHC) laid before Parliament a statutory instrument (SI) establishing new accounting practices in relation to the treatment of local authorities' DSG budget deficits to facilitate this arrangement for a period of 3 years, which expires March 2023. There is no statutory undertaking to underwrite this deficit and currently no arrangements in place to extend the SI beyond 2022/23

17.11 To comply with DfE guidance, the accounting code under which we will operate, on the expiry of the SI and the CIPFA FM Code, whilst not earmarking funds, means the Council will need to have in place a positive reserve equal and opposite to the negative DSG reserve until such time as a permanent resolution is in place for the deficit. The current level of general reserves is £32 million and the level of the deficit now being forecast for April 2022 is £26.7 million and forecast to April 2023 is £40 million.

17.12 The Council's reserve policy identifies a further earmarked reserve of £10 million which, in the absence of Government implementing a sustainable, systemic resolution of the fundamental problems with the legislation, policy framework and funding to deliver it, could be temporarily redirected to general reserve and subsequently replenished.

17.13 We will continue to work with government departments and other stakeholders on the DSG Management Plan and mitigations and solutions to this pressing issue, whilst simultaneously keeping the level of Council general reserves under close review during 2022/23.

Capital

- Delays in the delivery of the Capital Programme.
- Potential risk of overspends on major capital projects due to delays and/or impact of global material, labour shortages and supply chain issues.
- Risk of achievement of income targets on major capital investment projects, in particular those funded from prudential borrowing where there is a known additional MRP and interest cost or anticipated surpluses have been underwritten.

Investment

- Impact from Bristol Holding and its related companies' expansion into new trading areas. This includes Bristol Heat Network which could be impacted by the current volatility in gas and electricity market prices which have been widely publicised. Overruns or overspends in capital investment and delays to the timing of customer connections could potentially have a material impact on the company's financial performance.
- Failure of Bristol Holding and its related companies to deliver growth and profit targets in line with agreed business plans.
- Risk that non treasury Impact Investments do not achieve the desired outcomes and that the investment may not necessarily be returned to the Council.

General

- Collection fund balances and collection of Council Tax, Business Rates and impact of appeals.
- Risk of exposure of any major legal claims against the Council.
- Reserve levels "resilience" to future financial pressures.

17.14 The significant budget risks have been identified above and suitable proposals are being put in place to mitigate against these risks where possible. The Corporate Risk Register (CRR) is a live document which seeks to provide assurance to senior management and members that the Council's main risks have been identified and that arrangements are in place to manage those risks within agreed tolerance. The Council's wholly owned companies carry out their own individual risk assessments which are incorporated into the risk registers contained within the business plans, with the key significant strategic risks summarised in the Council's CRR.

17.15 Appendix 3 – Budget Risk Matrix contains a summary of selected key strategic risks, causes, impacts, and mitigating actions and provides an indicative assessment of how the

risks identified in the CRR could be managed should they be realised during this medium term.

- 17.16 The Chief Finance Officer considers that the assumptions on which the budget has been proposed, whilst challenging, are manageable within the flexibility allowed by the contingencies and general unallocated reserves. The fact that the Council holds other reserves earmarked for alternative purposes that could be called on if necessary means that the Chief Finance Officer is confident that overall the budget position of the Council can be sustained within the overall level of resources available.
- 17.17 The Council's financial controls are set out in the Council's financial regulations and scheme of delegations. The Council has a well-established framework for financial reporting at Executive Director Meetings, Corporate Leadership Board, Scrutiny Commissions and Cabinet with a separate dashboard for each directorate. Regular budget monitoring reports will be provided throughout the period to enable the Council to actively monitor the position during the year and take the necessary action to reduce activity or increase the provision.
- 17.18 The Council needs to be satisfied that it can continue to meet its statutory duties and meet the needs of vulnerable young people and adults. Proposals have been drawn up on the basis that Executive Directors and Directors are satisfied that this will enable them to continue to meet their statutory duties and the needs of the most vulnerable.
- 17.19 Where unavoidable pressures are identified that cannot be mitigated, collective ownership is taken and where appropriate, funds are held in abeyance, subject to mitigations or a supplementary estimate being agreed, to minimise significant variations to net approved budgets. To the degree that the budget savings are not achieved in a timely manner and reserves are called on to achieve a balanced position, further savings will need to be identified and implemented in order to ensure the Council's future financial stability is maintained.
- 17.20 The collection of council tax and the generation of business rate yields are two key risks which need to be closely monitored. As the Council becomes more reliant on locally raised resources and commercial income it is more susceptible to any downturn in the economy and prolonged implications of the pandemic on these funding streams.
- Council tax collection rates and level of arrears will be subject to regular reviews.
 - Provisions for the impact of business rates appeals have been reviewed for sufficiency and activity in this regard will be proactively monitored.
 - Volatility of business rates income continues to be a significant risk, exacerbated by the pandemic, channel shift and expected slow recovery.
- 17.21 The Council must ensure reserves and balances are retained at an appropriate level in order to provide an adequate buffer for any series of one-off pressures – or to provide sufficient time to identify on-going mitigations in a systematic way. Based on the results of the risk assessments undertaken, an adequate level of reserves is as follows:
- General Fund un-earmarked reserve of £35.7 million on 1 April 2022 (8.4% of net baseline revenue budget of £425.0 million) and a financial risk resilience reserve totalling £6 million as at 1 April 2022, which when combined equals 9.8% of the 2022/23 net revenue budget.
 - Other earmarked reserves totalling £95.3 million on 1 April 2022 (excluding, HRA and school balances), which in an emergency can be utilised on a short-term temporary basis, provided the funding is replaced in future year. When combined in a worst case scenario represent 30.8% of the 2022/23 net revenue budget.
- 17.22 In the context of the above, the Chief Finance Officer considers the proposed budget for 2022/23 is robust and that the level of reserves is adequate, given a clear understanding by members and senior management of the following:

- Directors and other budget holders should accept their budget responsibilities and subsequent accountability for all savings associated or inherited within the budget.
- The level of reserves is in line with the risk matrix, but their enhancement will be a prime consideration for the use of any fortuitous in-year saving.
- Risk based budget monitoring and scrutiny arrangements need to be in place and must include arrangements for the identification of remedial action.
- Budget risks are identified and recorded at the earliest opportunity and will be subject to focused control and management.
- To prevent the realising of operational earmarked reserves, directorates are required to have in place a clear plan for the draw down of the reserves in line with the profile.
- Effective governance arrangements at a service and corporate level, to monitor the overall delivery of the 2022/23 budget, plus regular finance monitoring reports to Cabinet and Scrutiny Commissions.
- Organisation wide buy-in and strong leadership support to deliver a robust DSG Deficit recovery plan, which can place the High Needs budget on a sustainable footing.
- There is a clear understanding of the duties of the Council's statutory finance officer and that the service implications of them being exercised are fully understood.

Table – Assessment of robustness of any estimates

Area	Y/N	Response
Is performance against the current year's budget on track and where variances are evident, ongoing and unavoidable, are they appropriately reflected in the plans?	N/ Y	Covid-19 has had a significant impact, increasing the demand for many council services, particularly social care, homelessness and welfare support and coupled with a loss of income has led to higher than budget assumptions across the council. The uncertainty and volatility have made in year mitigation plans a challenge for some service areas. Detailed monitoring and report have ensued, and ongoing or unavoidable pressures have been considered by EDM's CLB Scrutiny and members and are included in the plan.
Are arrangements for monitoring and reporting performance against the savings plans robust?	Y	Monthly Budget Monitoring, including Savings tracker. Governance via EDM, CLB, Delivery Executive, Cabinet and Scrutiny Commissions.
The reasonableness of the underlying budget assumptions	Y	The major assumptions used in the budget calculation have been examined, where practical benchmarked, associated risks assessed, and impact of sensitivity assessment reported para. 17
The alignment of resources with the Council's service and organisational priorities	Y	The corporate strategy has been refreshed and service planning exercise undertaken for 2022/23 budget has aligned plans and available resources to the corporate strategy priorities.
A review of the major risks associated with the budget	Y	The Council and its subsidiary companies corporate and other risk have been reviewed, likelihood and impact assessed.

The availability of un-earmarked reserves to meet unforeseen cost pressures	Y	Unallocated general reserve is currently above the minimum policy level of 5-6% net revenue budget; to reflect the medium term risk exposure; however should this be insufficient; as a short-term emergency measure longer term earmarked reserve have been identified that could be temporarily redirected and replenished.
Have realistic income targets been set and 'at risk' external funding been identified?	Y	The income aspects of the overall budget are calculated based on previous and current trends, taking into account known external factors and external funding changes extrapolated over the medium term. The one off and core revenue estimates including demand pressures and anticipated income lead to the calculation of the council tax requirement and the setting of the overall budget and council tax.
Has a reasonable estimate of demand cost pressures been made?	Y	
Have one-off cost pressures been identified?	Y	Yes see above. In addition, risks and pressures are identified, provisions made where evidence and or mitigating opportunities explored.
Has a reasonable estimate of future income been made?	Y	Yes, for income streams material to the council's financial position, subject to significant volatility and a small change could have a material impact. E.g. Business rates and council tax. Trends have been obtained, analysed and extrapolated based on a range of, scenarios, realistic scenario determined, and sensitivity tested.
Are arrangements for monitoring and reporting performance against the budget and savings plans robust?	Y / N	A detailed review of social care related and other savings which were not delivered in 2021/22 and the impact for 2022/23 has been carried out, where necessary revisions have been made to the approach and additional delivery capacity to support the transformation programmes. Arrangements for monitoring revenue are robust to enable early corrective action to be taken. The governance and monitoring of the delivery of the schemes in the capital programme have been revised as outlined in the Capital Strategy and feasibility fund established for proposition at early development stage prior to full entry to the capital programme.
Is there a reasonable contingency available to cover the financial risks faced by the council?	Y	Risk reserves are outlined in Section 15&17, in addition a rolling capital contingency is established to reflect the major project risks and small revenue contingency set aside for non-delivery of savings which are in their infancy, requiring further due diligence or subject to consultation.
Is there a reasonable level of reserves, which could be used to	Y	The adequacy of the level of reserves is fully assessed and set annually. It is reviewed periodically throughout the course of the year to check

mitigate any issues arising and are they reducing as the risks decrease?		appropriate direction or release where no longer required or increased as necessary. Request for new reserves are outlined in the budget report.
The strength of the financial management function and reporting arrangements?	Y / N	The Council is making good progress on the implementation of the principles outlined in the FM Code. Key elements of the Code are a long-term approach to financial planning (which has been hampered by the short-term nature and uncertainty of funding) and sound governance throughout the organisation. The Annual Governance statement and audits have identified some areas such as greater transparency in public reporting and business case financial modelling which we will continue to strengthen.
Has there been a degree and quality of engagement with colleagues and councillors in the process to develop and construct the budget?	Y	There has been widespread and practical engagement throughout the budget development and construction process with senior colleagues, Executive, Councillors, Mayor and Scrutiny MTFP task and Budget Task and finish group.

18 Consultation and scrutiny input

Internal consultation

- 18.1 Development of the MTFP and budget has been reviewed and challenged by a Task and Finish Group of the Council's Resources Scrutiny from September to December 2021. The Resources Scrutiny commission will consider the final budget proposals in meetings scheduled for 25 January 2022 and 1 February 2022.
- 18.2 Comments received from Overview and Scrutiny Management Board on individual matters arising will be incorporated in this report for Full Council.

External consultation

- 18.3 The consultation on the Council's 2022/23 budget was open for six weeks from 5 November 2021 until 17 December 2021. The consultation sought views about alternative options for the level of Council Tax increase and Social Care Precept in 2022/23, before decisions on the 2022/23 budget are made by Full Council in February 2022.
- 18.4 The consultation was publicised through media, social media and communications with the public, including partner organisations, non-domestic rate payers and other stakeholders, a range of formats were available and utilised to boost response and responses from individuals and organisations were received via email, suggestion boxes and at events.
- 18.5 The final report summarising the result is attached at Appendix 6.

Consultation Principles for New Proposals

- 18.6 The Mayor and Cabinet are keen to listen to any ideas for generating efficiencies and increasing income. Where it has been identified that further public consultation is required in relation to a new initiative or specific implementation of an existing proposition the opportunity will be provided to discuss with the city the details of exactly how the proposal could be delivered within the approved cash limits.
- 18.7 Principles:

- Where specific consultation is still considered necessary, Full Council will set the service cash limit but will not make decisions on operation issues within the service budget.
- Decision (and consultation) in respect of detailed operational proposals are a matter for Cabinet.
- Following Full Council, Cabinet will decide how best to allocate funds within the designated cash limits. When making decisions on specific proposals within budget lines it will take into consideration consultation responses and Equalities Impact Assessments where needed, fully recognising the constraints on any departure from the Council's budget / financial plan.
- Services should ensure consultation is undertaken on defined proposals, giving consultees enough time and information to respond properly and that responses are considered. Informal engagement at a formative stage of proposals can also be beneficial.

19 Other options considered

19.1 Throughout the budget process, a large number of options are proposed and assessed in terms of opportunities, pressures, income generation, investments and risks, all of which need to be considered in the context of a balanced budget and appropriate level of reserves. This is a complex process with many iterations and possibilities too numerous to present as discrete options. This report presents the final overall package of detailed proposals, which together seek to balance the delivery of our strategic priorities and statutory and regulatory duties.

20 Public sector equality duties

- 20.1 As part of this decision-making process, the Public Sector Equality Duty Decision requires council staff and elected members to consider what the impact will be on people with protected characteristics, whether in the wider city or in our own organisation and have due regard to the need to eliminate discrimination and advance equality of opportunity. We need to understand who will be affected, how they will be affected and where possible, how to minimise unintended negative consequences by planning in mitigations from the start.
- 20.2 This report sets out the Mayor's budget proposals for Full Council to set the budget. Some proposals will need further development for Cabinet to make a specific decision. The process for this is set out in the section on consultation on new proposals (Para 17.7). For these proposals an Equalities Impact Assessment will be undertaken to inform Cabinet when making that decision.

Proposed Budget 2022/23 - Full Council Summary by Division (General Fund)

Division	2022/23 Budget - Proposed					Proposed 2022 / 23 Budget
	Base Budget 2022 / 23	Pay & Inflation	Virements	Growth	Savings and Efficiencies	
£000						
People						
14 Adult Social Care	151,448	316	(269)	15,044	(1,150)	165,389
15 Children and Families Services	65,031	288	(213)	6,993	(25)	72,073
16 Educational Improvement	11,473	91	(15)	3,947	(42)	15,454
18 Management - People	0	0	0	0	(5,431)	(5,431)
34 Public Health	0	0	0	0	0	0
36 Public Health - General Fund	4,777	12	(2)	0	0	4,787
People	232,728	707	(498)	25,983	(6,648)	252,272
Resources						
21 Digital Transformation	14,721	111	(207)	0	(165)	14,460
22 Legal and Democratic Services	8,275	74	(61)	0	(308)	7,980
24 Finance	8,923	131	34	0	(670)	8,418
25 HR, Workplace & Organisational Design	16,601	160	1,078	0	(240)	17,600
26 Management - Resources	0	0	0	0	(2,250)	(2,250)
28 Policy, Strategy & Partnerships	3,828	43	(17)	0	(125)	3,729
Resources	52,349	519	826	0	(3,758)	49,936
Growth & Regeneration						
37 Housing & Landlord Services	14,802	87	332	2,300	(725)	16,795
42 Development of Place	1,530	88	(3)	0	(105)	1,510
46 Economy of Place	12,908	157	(128)	0	(21)	12,917
47 Management of Place	33,735	222	(235)	670	(1,300)	33,092
49 Property and Asset Strategy	(7,122)	21	(14)	0	(120)	(7,235)
4A Management - G&R	0	0	0	0	(2,540)	(2,540)
Growth & Regeneration	55,852	575	(48)	2,970	(4,811)	54,539
Corporate Funding & Expenditure						
X2 Levies	10,118	0	748	0	0	10,866
X3 Corporate Expenditure	24,128	(1,801)	(7,037)	(11,961)	17,917	21,246
X4 Capital Financing	22,495	0	0	0	0	22,495
X8 Corporate Revenue Funding	(399,495)	0	(200)	(19,254)	0	(418,950)
X9 Corporate Allowances	1,824	0	6,209	2,262	(2,700)	7,595
Corporate Funding & Expenditure	(340,930)	(1,801)	(280)	(28,953)	15,217	(356,747)
General Fund Total	(0)	0	(0)	0	0	(0)

Proposed Budget 2022/23 - Directorate summary with savings

Directorate: People

Summary by Division		2022/23 Budget					
		Base Budget 2022/23	Pay & Inflation	Virements	Growth	Savings and Efficiencies	Proposed 2022/23 Budget
		£000	£000	£000	£000	£000	£000
14	Adult Social Care	151,448	316	(269)	15,044	(1,150)	165,389
15	Children and Families Services	65,031	288	(213)	6,993	(25)	72,073
16	Educational Improvement	11,473	91	(15)	3,947	(42)	15,454
18	Management - People	0	0	0	0	(5,431)	(5,431)
34	Public Health	0	0	0	0	0	0
36	Public Health - General Fund	4,777	12	(2)	0	0	4,787
Total People		232,728	707	(498)	25,983	(6,648)	252,272

Summary by CIPFA group (Account Type)		2022/23 Budget					
		Base Budget 2022/23	Pay & Inflation	Virements	Growth	Savings and Efficiencies	Proposed 2022/23 Budget
		£000	£000	£000	£000	£000	£000
1	Employees	82,365	707	790	0	0	83,862
2	Premises-Related Expenditure	1,121	0	(9)	0	0	1,113
3	Transport-Related Expenditure	5,596	0	(291)	0	0	5,305
4	Supplies & Services	11,200	0	1,230	0	(835)	11,595
5	Third Party Payments	236,019	0	3,624	22,036	0	261,680
6	Transfer Payments	18,390	0	(1)	0	0	18,389
7	Support Services	10,441	0	(212)	0	0	10,228
Expenditure		365,133	707	5,130	22,036	(835)	392,172
9A	Income - Government Grants	(44,560)	0	(1,275)	0	0	(45,836)
9B	Income - Other Grants/Reimbursements and Contributions	(50,439)	0	(1,723)	0	(350)	(52,512)
9C	Income - Customer and Client Receipts	(1,821)	0	64	0	(32)	(1,788)
9E	Income - Recharges	(35,581)	0	(2,695)	3,947	0	(34,329)
Income		(132,401)	0	(5,629)	3,947	(382)	(134,465)
N	Income & Expenditure outside of Net Cost of Service	(4)	0	0	0	(5,431)	(5,435)
Other items outside of the Net Cost of Service		(4)	0	0	0	(5,431)	(5,435)
NET Expenditure		232,728	707	(498)	25,983	(6,648)	252,272

Savings proposals within People

Saving Name	Description	Savings £000	Savings Reference
Review local S117 funding arrangements for care and support	Improved joint commissioning outcomes and use of resources in relation to care and support provided under Section 117 (s117) of the Mental Health Act 1983 .	(200)	ASC10
Review the Bristol Community Meals	Review how the Bristol Community Meals service is run and identify how to transition this into a self-funded service while attracting new service users.	(100)	ASC11
Review Concord Lodge service delivery and	Review of Service Model delivered at Concord Lodge and transfer to a strategic partner to run.	(350)	ASC12
Review Shared Lives Services delivery and	Review of alternative commissioning models to deliver the Shared Lives service.	(50)	ASC13
Review Home Choice processes and criteria	Review process and criteria for Home Choice to enable people with adult social care needs to access appropriate housing more quickly.	(800)	ASC14
Increase return of unused direct payment	Support people who receive a Direct Payment to return any unused contingency funds.	(500)	ASC2
Manage and control cost of care for people with care and support needs	Work with care providers to implement agreed pricing tools to ensure consistent costings for care services for both adults with complex needs and older people who use social care services. Develop joint joint commissioning arrangements with NHS partners to deliver better value and outcomes for people who are eligible for social care services.	(800)	ASC3
Undertake Care Act reviews	Undertake planned Care Act reviews for people who are receiving care services to ensure we are helping people to maximise independence, access the right support, making best use of community resources and Technology Enabled Care and getting value for money from care services.	(1,000)	ASC4
Increase use of Technology Enabled Care	Invest in the use of Technology Enabled Care (TEC) as alternative to traditional care and support through continued development of the TEC team and innovation work.	(300)	ASC5
Transfer rehabilitation services to external partner	Transfer rehabilitation service delivery to the community health partner Sirona and close the South Bristol Rehabilitation Centre, subject to cabinet agreement, consultation with staff, trade unions and partners.	(500)	ASC6

Increase access to Continuing Health Care	Implement a dedicated Continuing Health Care (CHC) team to ensure packages that are CHC eligible are appropriately funded.	(350)	ASC9
Reduce spend by securing better value from services	Improve commissioning arrangements for a range of high value contracts for children and young people to deliver improved outcomes and value for money.	(400)	CF1
Reduce contractual value of the council's commissioned youth services	Reduce the contractual value of the council's commissioned youth services ensuring we maximise other sources of funding so that youth services can continue for children and young people in the city, including statutory parts of the service like the post 16 education and training guarantee and young carer assessments.	(200)	CF10
Review Early Help and Family Hub offer	Undertake a review of Early Help funding, operational activity and facilities to support our development of a Family Hub approach and integrated working in localities. This will include an assessment of other areas of funding and community capacity that can contribute in future to an integrated 'place based' approach, developing a service profile that makes best use of available assets across partner agencies.	(100)	CF2
Reduce spend on commissioning of external safeguarding reviewers	Since the implementation of Working Together 2018 and the introduction of rapid reviews prior to child safeguarding practice reviews, there has been a reducing demand for external reviewers as more review work is undertaken in-house. Therefore the council, as largest contributor, is reducing its proposed contribution to the Keep Bristol Safe Partnership to reflect this change.	(25)	CF3
Review special guardianship order	Improve special guardianship arrangements to ensure payments are aligned with national guidance.	(123)	CF6
Find potential alternative use or new provider for Exmouth	Move away from direct responsibility of the annual lease of Exmouth Camp. Engage in discussion with the National Trust (leaseholder) to support potential alternative use or introduction of new provider.	(30)	E1
Introduce nominal charge for first referrals for attendance penalty	Bring local authority maintained schools in line with academies through introducing a nominal charge for first referral into Education Welfare for attendance penalty notices.	(20)	E2
Create maintenance efficiencies for the Learning City website	Website transition to education data system reduced annual site maintenance charges.	(10)	E3
Reduce non-statutory early-years service	Website transition to education data system reduced annual site maintenance charges.	(41)	E4
Development of the Employment, Skills and Learning service	A combination of efficiency savings and income generation proposed to streamline services, introduce more cost-effective delivery through blended approaches and reduce the non-statutory work, which can be offset with new grant funding.	(117)	E5
Amend funding split for in-house and commissioned provision	Post-16 statutory duties - ensure recommissioning of external services bring best value with consideration of amending funding split for in-house and commissioned provision.	(16)	E6
Raise funds for adult learning through traded	Focus on management of external funding e.g. fundraising for enhancing non-statutory services across Employment, Skills and Learning.	(12)	E7
Improve Home to School Transport	Drive five per cent efficiencies from third party supply contract within Home to School Transport.	(284)	E8
Review funding allocations for priority areas of domestic abuse and sexual	Communities and Public Health to take additional responsibility for priority areas of domestic abuse and sexual violence. Public Health is the lead commissioner for domestic abuse which is a key public health priority for Bristol.	(204)	P1
Review funding allocations for priority areas of children and young people substance use	Communities and Public Health to take on additional responsibility for priority area of children and young people substance use- this brings all substance use contracts into alignment creating better efficiencies and oversight. Reducing harms from drugs and alcohol is a key public health priority for Bristol.	(91)	P2
Review funding for parks and health community engagement	To bring parks and health community engagement work into the communities and neighbourhoods team ensuring alignment with wider community engagement programmes and gaining efficiencies.	(25)	P3
Total savings proposals		(6,648)	

Proposed Budget 2022/23 - Directorate summary with savings

Directorate: Resources

Summary by Division		2022/23 Budget					
		Base Budget 2022/23	Pay & Inflation	Virements	Growth	Savings and Efficiencies	Proposed 2022/23 Budget
		£000	£000	£000	£000	£000	£000
21	Digital Transformation	14,721	111	(207)	0	(165)	14,460
22	Legal and Democratic Services	8,275	74	(61)	0	(308)	7,980
24	Finance	8,923	131	34	0	(670)	8,418
25	HR, Workplace & Organisational Design	16,601	160	1,078	0	(240)	17,600
26	Management - Resources	0	0	0	0	(2,250)	(2,250)
28	Policy, Strategy & Partnerships	3,828	43	(17)	0	(125)	3,729
Total Resources		52,349	519	826	0	(3,758)	49,936

Summary by CIPFA group (Account Type)		2022/23 Budget					
		Base Budget 2022/23	Pay & Inflation	Virements	Growth	Savings and Efficiencies	Proposed 2022/23 Budget
		£000	£000	£000	£000	£000	£000
1	Employees	60,756	519	(3,947)	0	(313)	57,015
2	Premises-Related Expenditure	1,666	0	(149)	0	0	1,518
3	Transport-Related Expenditure	2,652	0	(43)	0	0	2,610
4	Supplies & Services	20,370	0	(346)	0	(553)	19,471
5	Third Party Payments	179	0	5,574	0	0	5,753
6	Transfer Payments	133,114	0	0	0	0	133,114
7	Support Services	2,230	0	(999)	0	(105)	1,125
Expenditure		220,967	519	91	0	(971)	220,606
9A	Income - Government Grants	(135,957)	0	1,175	0	0	(134,782)
9B	Income - Other Grants/Reimbursements and Contributions	(5,557)	0	82	0	(30)	(5,505)
9C	Income - Customer and Client Receipts	(5,513)	0	84	0	(115)	(5,544)
9E	Income - Recharges	(20,641)	0	1,111	0	(232)	(19,762)
Income		(167,668)	0	2,452	0	(377)	(165,593)
N	Income & Expenditure outside of Net Cost of Service	(148)	0	(1,717)	0	(2,310)	(4,174)
Other items outside of the Net Cost of Service		(148)	0	(1,717)	0	(2,310)	(4,174)
R	Transfer to \ from Reserves	(802)	0	0	0	(100)	(902)
Transfer to \ from reserves		(802)	0	0	0	(100)	(902)
NET Expenditure		52,349	519	826	0	(3,758)	49,936

Savings proposals within Resources

Saving Name	Description	Savings £000	Savings Reference
Improved debt management	Improving debt collection processes to ensure we are using the most effective measures and to reduce the amount that is currently not collected efficiently.	(50)	BE43
Management and capacity review	Reduce workforce costs and ensure we prioritise our organisational capacity on Corporate Strategy goals. Measures include: a review of the senior leadership structure; offering a succession planning scheme for managers over a specific grade to apply to leave the council; a review of some council teams; and deleting budgeted vacancies, to ensure we retain capacity in priority areas and reduce the impact on employees. These measures will reduce our overall capacity and mean we will focus on our core priorities. Where any jobs are subject to change appropriate staff consultation will take place, and where any roles are at risk we will make use of our redeployment scheme, which matches employees to other opportunities in the council.	(2,000)	CEN01
Strategic Business Review of Fees and Charges	Strategic Business Review of Fees and Charges - Consolidated Programme - identifying new charging areas, ensuring charging opportunities for all goods or services are levied and reflect market rates (removal of subsidies) and the development and testing of a full cost recovery model and calculator.	(250)	CEN05
Reduce Customer Service Point budget	Representing a five per cent reduction in Customer Services budget, working more efficiently and making better use of technology, whilst making sure those who need phone or face-to-face support can access it.	(165)	R1
Target Local Crisis Prevention support to households in the most need	Earmark up to 50 per cent of the discretionary Local Crisis Prevention Fund to support eligible new and existing council tenants with emergency living expenses and household goods. The associated funding of up to £350,000 will move from the General Fund to the Housing Revenue Account.	(350)	R10
Review insurance administration charges	Annual administrative charge for lead authority work and for Arden County Council - there is no charge currently applied for this work.	(25)	R12

Review insurance administration	Improve insurance claims processing and reduce level of provision required (one-off) as calculated by Actuary.	(100)	R13
Increase income generation and charging rates	Increase income generated to service primarily through audits of external grants or fraud work and audit provision to academy schools and the council's companies.	(20)	R15
Review private finance initiative management charges	To charge a management fee for effective management of the Private Finance Initiative (PFI) group of contracts, where effective management will ensure ongoing efficiency and quality of the private finance initiative service and fund.	(25)	R16
Review static debt management and duplicate payment processes	From Centralised Debt arrangements - commission specific activity to trace and collect, hard to reach debtors who have left the area with no forwarding contact information and identify, overpayments, duplicate invoices, unclaimed credits and then manage the recovery process.	(100)	R17
Reduce spend on learning and development	Reduce discretionary spend on learning and development. Prioritise funding for statutory or mandatory training and learning and development that is in direct support of organisational priorities – such as equality and inclusion, leadership development, health and wellbeing and performance and talent development.	(95)	R18
Modernise Trade Union facility time arrangements	Review our arrangements for trade union facility time and put in a new modernised facility agreement, reducing budget from £195,000 to £50,000. The remaining budget will be used as a contingency to cover national or regional duties which are requirements of national collective bargaining agreements.	(145)	R19
Release of surplus consultancy allocation	The need for external consultancy in relation to the council's companies has reduced and therefore a saving can be made against this budget line.	(30)	R2
Reduce work on international twinning	Reduce our international twinning work and limit coordination with volunteer citizens across the city involved in twinning. Work closely with partners to try and find alternative ways to support and encourage twinning-related activities without needing as much coordination from the council, whilst keeping some dedicated part-time staff capacity available so that it is not left completely unsupported.	(23)	R23
Reduce investment in Bristol Brussels Office and seek contributions from national partners	Significantly reduce the council's investment in a dedicated Bristol-Brussels Office, which currently helps support the council's policy development and its relationships with key European networks, partners and potential funders. Instead, work with the UK's major cities as part of the Core Cities network to share this function and focus it on areas which are of mutual interest to cities. This would reduce the council's investment from £30,000 to £3,000 each year. If other cities do not wish to take part, we would be required to close the office.	(27)	R24
Reduce spending on policy and strategy consultancy	The council's central policy function currently has a £50,000 annual budget to pay for occasional external support; for example if specific expertise is needed on a piece of policy or strategy work. In the past year it has paid for temporary staffing to work on the council's approach to COVID-19 recovery. This proposal reduces this budget from £50,000 to £10,000, because the council is doing work to find and centralise policy activity from across the council, which should result in us being able to re-prioritise more effectively and not need much, if any, external support. We are also exploring options for Public Health to make a contribution to the team in recognition of its role making sure that the council considers health in all of its policy work.	(40)	R26
Allocate Public Health funding to City Office	A contribution from the dedicated Public Health grant to Bristol's City Office, which is hosted and part-funded by the council. The One City Plan is based upon delivering health and wellbeing outcomes, in particular addresses wider social and economic determinants of health, such as employment, housing, education and environment. The full value of the saving relies on external funding targets for the City Office being achieved.	(30)	R28
Seek additional income from external partners to fund City Office	Seek a small amount of additional income from external partners towards the running cost of Bristol's City Office, which is hosted and part-funded by the council. This amount represents five per cent of the annual budget for the office and would be an income target over and above existing plans for a 50/50 split between the council (50 per cent) and many different partners (50 per cent collectively).	(5)	R29
Reduce expenditure on furniture	A reduction in maintenance of furniture budgets can be achieved whilst continuing to maintain the Old Council House as an historic venue for ceremonies.	(11)	R4
Reduce expenditure on postage	Reduced expenditure on postage in the Register Office due to increased efficiencies from centralisation of services which have no service impact on the public.	(10)	R5
Change electoral registration processes	There has been a high level of citizen engagement with electoral registration processes through a channel shift to electronic communications rather than paper-based communication which has reduced the reliance on ICT and printing and generates a saving against this budget line.	(50)	R6
General Elections	General efficiencies in electoral services	(15)	R7
Review democratic engagement to modernise service delivery	Conduct a review of Democratic Engagement to modernise ways of working and improve efficiencies. This may require some outlay in year one for new technology (to be met from underspend elsewhere) but should be a recurring saving thereafter.	(35)	R8
Review of chargeable services and income	Chargeable services and income targets have been reviewed and a recurring additional income level has been set	(157)	R9
Total savings proposals		(3,758)	

Proposed Budget 2022/23 - Directorate summary with savings

Directorate: Growth & Regeneration

Summary by Division		2022/23 Budget					
		Base Budget 2022/23	Pay & Inflation	Virements	Growth	Savings and Efficiencies	Proposed 2022/23 Budget
		£000	£000	£000	£000	£000	£000
37	Housing & Landlord Services	14,802	87	332	2,300	(725)	16,795
42	Development of Place	1,530	88	(3)	0	(105)	1,510
46	Economy of Place	12,908	157	(128)	0	(21)	12,917
47	Management of Place	33,735	222	(235)	670	(1,300)	33,092
49	Property and Asset Strategy	(7,122)	21	(14)	0	(120)	(7,235)
4A	Management - G&R	0	0	0	0	(2,540)	(2,540)
Total Growth & Regeneration		55,852	575	(48)	2,970	(4,811)	54,539

Summary by CIPFA group (Account Type)		2022/23 Budget					
		Base Budget 2022/23	Pay & Inflation	Virements	Growth	Savings and Efficiencies	Proposed 2022/23 Budget
		£000	£000	£000	£000	£000	£000
1	Employees	63,153	861	519	0	0	64,533
2	Premises-Related Expenditure	17,432	0	298	0	0	17,730
3	Transport-Related Expenditure	472	0	(318)	0	0	154
4	Supplies & Services	11,503	75	2,026	0	(40)	13,564
5	Third Party Payments	71,004	323	(460)	0	0	70,867
6	Transfer Payments	2,849	0	(11)	2,300	(725)	4,413
7	Support Services	9,815	255	667	0	0	10,737
8	Depreciation and Impairment Losses	(206)	0	0	0	0	(206)
X	Capital Financing Costs	744	0	0	0	0	744
Expenditure		176,765	1,514	2,721	2,300	(765)	182,536
9A	Income - Government Grants	(11,579)	0	(2,568)	0	0	(14,147)
9B	Income - Other Grants/Reimbursements and Contributions	(3,317)	0	(378)	0	(25)	(3,720)
9C	Income - Customer and Client Receipts	(72,291)	0	(1,452)	670	(1,461)	(74,534)
9E	Income - Recharges	(33,490)	0	1,675	0	(20)	(31,836)
Income		(120,677)	0	(2,723)	670	(1,506)	(124,236)
N	Income & Expenditure outside of Net Cost of Service	100	0	0	0	(2,540)	(2,440)
Other items outside of the Net Cost of Service		100	0	0	0	(2,540)	(2,440)
R	Transfer to \ from Reserves	(337)	(939)	(46)	0	0	(1,321)
Transfer to \ from reserves		(337)	(939)	(46)	0	0	(1,321)
NET Expenditure		55,852	575	(48)	2,970	(4,811)	54,539

Savings proposals within Growth & Regeneration

Saving Name	Description	Savings £000	Savings Reference
Improving the performance of the council's Commercial/Investment Property portfolio	Review our commercial property portfolio and where appropriate rationalise and redirect to those that generate better rates of return and/or support wider economic objectives. Also increase income through a programme of rents/lease reviews introducing more commercial arrangements for the use of council commercial assets.	(120)	BE57
Increase revenue through bus shelter	A new contract has been let via a procurement process increasing revenue from bus shelter advertising.	(770)	GR001
Reduce library non-staffing budgets	Reduce two non-staffing budgets including the Material Fund Budget (purchase of books, e-resources etc.)	(100)	GR003
Capitalise project	Move percentage of cost from revenue to capital linked to project work.	(80)	GR006
Use opportunities in the	Increasing income through enforcement action to fund a post.	(60)	GR008
Generate additional income to support wider	Using income from the restarting of the Landlord's Expo to support wider housing funding pressures.	(40)	GR009
Review charges at all off-street car parks and	The council will undertake a review of current charges across all council owned off street car parks and on-street parking bays.	(200)	GR011
Remove 30-mins free parking from pay and	Remove the first 30 minutes of free parking from the pay and display bays in Residents' Parking Schemes (RPS).	(150)	GR012
Continue with the enforcement of the Bristol Bridge	Continue with the enforcement of the Bristol Bridge restrictions which will generate Penalty Charge Notices whilst encouraging motorists to move towards compliance	(1,200)	GR013
Review charges for permits and pay and	Residents' Parking Schemes permits and Pay and Display increase in line with charges in other cities.	(850)	GR014
Secure new commercial opportunities through the Bristol Future Parks	The conclusion of the Future Parks approach will secure new commercial opportunities for parks and green spaces.	(25)	GR021

Maximise commercial	Explore opportunities to maximise commercial growth.	(25)	GR022
Increase income target for Development	Increased income earned in Development Management / Building Control as a result of increased workload.	(15)	GR023
Increase income target for Engineering	Increase the amount charged to capital for the Engineering Design / Placeshaping service.	(20)	GR024
Procure block contracts for temporary accommodation placements	Paper approved at Cabinet on 14 December 2021. The actual savings will depend on the number of properties secured. Note well: The block contracts will reduce the overspend on temporary accommodation (current pressure of £2.3m).	(725)	GR030
Reduce amount spent on studies to support	Reducing revenue budgets for supplies and services that pay for technical consultant studies.	(40)	GR032
Raise additional income	Introduce roof top bar at M Shed.	(10)	GR038
Review Housing	Budget reduction following detailed review.	(30)	GR045
Carry out review of parking spaces for	Review of usage and provision of disabled people's parking spaces and introducing a charge for the service.	(100)	GR046
Reprocure energy	A variety of energy reduction / reprocurring new ways of doing things.	(150)	GR050
Increase income generation and efficiency across culture services	Proposals include introducing adult admission fees for Red Lodge and Georgian House Museums; increasing major event income through sponsorship and making the Bristol Film Office and Site Permissions services self-financing. This could be achieved by working to increase the number of events held in the city and productions filmed here. This was the subject of a consultation. A summary of responses is available here https://www.bristol.gov.uk/en_US/council-spending-performance/corporate-strategy-2018-2023-budget-consultation	(21)	IN25
Generating and saving money through energy generation and efficiency	Bristol City Council's Energy Service is committed to making Bristol a carbon neutral city by 2050. The team will manage and support a range of projects such as heat networks, energy efficiency and energy generation available to residents and businesses across the city. Taking a more entrepreneurial approach to these projects, the team will raise an income to fund their activity whilst saving the council money by improving its energy usage.	(50)	IN27
Reduce the scope of upgrading the city's advertising and signage	We are currently updating 'wayfinding' signage across the city; distinctive blue displays with maps and directions on them. Plans to extend the system in to new areas have been reduced.	(30)	RS32
Total savings proposals		(4,811)	

Proposed Budget 2022/23 - Directorate summary with savings

Directorate: Corporate Funding & Expenditure

Summary by Division		2022/23 Budget					
		Base Budget 2022/23	Pay & Inflation	Virements	Growth	Savings and Efficiencies	Proposed 2022/23 Budget
		£000	£000	£000	£000	£000	£000
X2	Levies	10,118	0	748	0	0	10,866
X3	Corporate Expenditure	24,128	(1,801)	(7,037)	(11,961)	17,917	21,246
X4	Capital Financing	22,495	0	0	0	0	22,495
X8	Corporate Revenue Funding	(399,495)	0	(200)	(19,254)	0	(418,950)
X9	Corporate Allowances	1,824	0	6,209	2,262	(2,700)	7,595
Total Corporate Funding & Expenditure		(340,930)	(1,801)	(280)	(28,953)	15,217	(356,747)

Summary by CIPFA group (Account Type)		2022/23 Budget					
		Base Budget 2022/23	Pay & Inflation	Virements	Growth	Savings and Efficiencies	Proposed 2022/23 Budget
		£000	£000	£000	£000	£000	£000
1	Employees	2,710	0	0	0	(220)	2,490
4	Supplies & Services	3,028	0	(862)	4,148	0	6,314
5	Third Party Payments	12,648	(1,801)	12,009	0	0	22,856
7	Support Services	25	0	(25)	0	0	0
X	Capital Financing Costs	9,361	0	0	0	0	9,361
Expenditure		27,772	(1,801)	11,122	4,148	(220)	41,021
9A	Income - Government Grants	(16,652)	0	0	9,620	0	(7,032)
9B	Income - Other Grants/Reimbursements and Contributions	(3,560)	0	0	0	0	(3,560)
9C	Income - Customer and Client Receipts	(50)	0	50	0	0	0
9D	Income - Interest	(2,370)	0	0	0	0	(2,370)
Income		(22,632)	0	50	9,620	0	(12,962)
N	Income & Expenditure outside of Net Cost of Service	(361,718)	0	13,755	(26,613)	(2,700)	(377,275)
Other items outside of the Net Cost of Service		(361,718)	0	13,755	(26,613)	(2,700)	(377,275)
R	Transfer to \ from Reserves	15,648	0	(25,207)	(16,109)	18,137	(7,531)
Transfer to \ from reserves		15,648	0	(25,207)	(16,109)	18,137	(7,531)
NET Expenditure		(340,930)	(1,801)	(280)	(28,953)	15,217	(356,747)

Savings proposals within Corporate Funding & Expenditure			
Saving Name	Description	Savings £000	Savings Reference
Addressable Spend/Third Party Savings	To maximise benefit for public money through our addressable third party spend which will seek to deliver: procurement, contract & commercial interventions in a range of categories of third party and service activity in order to improve cashable and non cashable value generated.	(750)	CEN02
Reduce council-owned property	In light of new ways of working following COVID-19, review the number of buildings we use for office space. Aim to reduce our office floor space by at least 50 per cent, whilst making sure we have the right amount and quality of workspaces, reducing our carbon footprint.	(1,500)	CEN03
Streamline strategic support services	Joining up pockets of the same or similar, strategic professional support services (common activities) to reduce costs, provide better coordination of our work and better prioritisation of our resources.	(400)	CEN04
Discretionary Giving	Pilot new approaches to encouraging discretionary giving to causes related to key challenges and priorities, which can fund core activity and/or bring additional financing to City Funds and/or VCSE partners.	(50)	CEN06
Identify treasury management and legacy pension fund savings	Increase returns on treasury balances by using overseas counter parties, slightly higher risk Money Market Funds, longer term deposits and exploring refinancing options, provided security and liquidity objectives have been satisfied and reducing call on historic strain of pension fund payments as the number of individuals this relates to decreases.	(220)	R14
Total savings proposals		(2,920)	

People

2021/22 £000s	Ref	Scheme	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 to 2031/32 £000s	Total £000s
Education								
12,484	PE01	School Organisation/ Children's Services Capital Programme	2,928	2,535	2,173	0	0	7,636
919	PE02	Schools Organisation/SEN Investment Programme	17,337	7,744	1,872	0	0	26,953
1,599	PE03	Schools Devolved Capital Programme	1,881	0	0	0	0	1,881
Children & Families								
120	PE05	Children & Families - Aids and Adaptations	115	100	43	0	0	257
813	PE06	Children Social Care Services	865	865	866	0	0	2,596
Better Lives at Home (Adults) Programme								
2,466	PE06B	Adult Social Care – Better Lives at Home Programme	940	940	940	0	0	2,820
18,401	People Total		24,066	12,184	5,893	0	0	42,143

Resources

2021/22 £000s	Ref	Scheme	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 to 2031/32 £000s	Total £000s
Information & Communication Technology								
268	NH06A	Bristol Operations Centre - Phase 2	0	0	0	0	0	0
1,663	RE01	ICT Refresh Programme	1,647	1,472	0	0	0	3,118
219	RE03	ITTP – IT Transformation Programme	0	0	0	0	0	0
99	RE06	Return to Workplace ICT equipment – Covid Response Fund	0	0	0	0	0	0

FM Services

2,411	PL21	Building Practice Service - Essential H&S
1,426	PL27	Vehicle Fleet Replacement Programme and Bristol Electric Vehicle Centre of Excellence
6,086	Resources Total	

4,554	2,500	2,500	2,500	2,000	14,054
3,593	1,122	0	0	0	4,715
9,793	5,094	2,500	2,500	2,000	21,887

Growth & Regeneration

2021/22 £000s	Ref	Scheme
Bristol Ops Centre		
2,036	NH06A	Bristol Operations Centre - Phase 2
Parks and Green Spaces		
2,066	NH02	Investment in parks and green spaces
88	PL35	Harbour Operational Infrastructure
Economy of Place		
170	CRF3	Covid Recovery Fund – Economic Infrastructure
2,268	GR01	Strategic Property – Temple Meads Development
3,634	GR03	Economy Development - ASEA 2 Flood Defences
1,000	GR05	Strategic Property - Hawkfield Site
220	GR05A	South Bristol Light Industrial Workspace Redevelopment
482	GR08	Delivery of Regeneration of Bedminster Green
152	NH01	Libraries for the Future
417	NH03	Cemeteries & Crematoria - South site expansion
3,782	NH04	Third Household Waste Recycling and Re-use Centre
1,916	PL04	Strategic Transport
1,959	PL05	Sustainable Transport

2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 to 2031/32 £000s	Total £000s
711	0	0	0	0	711
2,052	1,454	1,080	59	0	4,645
744	165	0	0	0	909
1,000	830	0	0	0	1,830
12,639	24,138	6,560	750	0	44,088
8,200	5,400	8,580	478	0	22,658
2,909	2,150	0	0	0	5,059
3,900	450	0	0	0	4,350
1,600	2,000	1,775	0	0	5,375
0	0	0	0	0	0
595	500	0	0	0	1,095
2,011	0	0	0	0	2,011
2,124	2,500	1,500	0	0	6,124
420	1,000	164	0	0	1,584

500	PL06	Portway Park & Ride Rail Platform	1,661	500	0	0	0	2,161
200	PL11A	Cattle Market Road site re-development	938	1,270	0	0	0	2,208
47	PL17	Resilience Fund (£1m of the £10m Port Sale)	0	0	0	0	0	0
230	PL20	Strategic Property	69	1,442	29	29	0	1,569
469	PL22	Strategic Property - Investment in existing waste facilities	0	0	0	0	0	0
142	PL23	Strategic Property - Temple St	199	0	0	0	0	199
28,478	PL24	Bristol Beacon	26,011	7,629	4,756	1,423	0	39,819
180	PL32	Western Harbour Design Development	300	0	0	0	0	300
387	PL36	Investment in Markets infrastructure & buildings	0	0	0	0	0	0
Development of Place								
162	PL14	Bristol Legible City Scheme	0	0	0	0	0	0
159	PL15	Environmental Improvements Programme	150	100	100	100	0	450
Transport								
569	PL01	Metrobus	0	0	0	0	0	0
696	PL02	Passenger Transport	142	0	0	0	0	142
985	PL09	Highways infrastructure - bridge investment	1,740	1,000	0	0	0	2,740
4,800	PL09A	Highways infrastructure - Cumberland Road Stabilisation Scheme	3,256	0	0	0	0	3,256
10,453	PL10	Highways & Traffic Infrastructure - General	14,217	10,872	10,472	10,272	8,772	54,605
379	PL10B	Highways & Traffic - Street Lighting	700	2,400	1,900	0	0	5,000
1,357	PL10C	Transport Parking Services	0	0	0	0	0	0
Housing Delivery								
8,972	PL30	Housing Delivery Programme	10,881	11,971	6,022	5,743	10,635	45,252
300	PL34	Strategic property - Community investment scheme	850	0	0	0	0	850

Clean Air Zone Programme								
2,525	GR09	Clean Air Zone Programme	3,675	0	0	0	0	3,675
Housing & Landlord Services - Private Housing								
3,527	NH07	Private Housing	3,500	3,500	3,500	3,500	3,500	17,500
18,172	PL30A	Housing Programme delivered through Housing Company	9,325	32,562	18,280	6,944	0	67,111
Energy - Commercialisation								
10,418	PL18	Energy services - Renewable energy investment scheme	464	0	0	0	0	464
6,605	PL18A	Energy Services – Bristol Heat Networks expansion	8,761	2,800	3,900	1,000	0	16,461
262	PL18B	Energy Services - School Efficiencies	79	0	0	0	0	79
(154)	PL18D	Energy Services - EU Replicate Grant	0	0	0	0	0	0
121,012	Growth & Regeneration Total		125,824	116,634	68,619	30,298	22,907	364,282
145,500	Capital Programme (GF) Total		159,683	133,911	77,012	32,798	24,907	428,312

Corporate Funding & Expenditure

2021/22	Ref	Scheme	2022/23	2023/24	2024/25	2025/26	2026/27 to 2031/32	Total
£000s			£000s	£000s	£000s	£000s	£000s	£000s
Capital Funding								
1,342	CP03	Corporate Contingencies	10,624	10,000	10,000	10,000	6,000	46,624
1,342	Corporate Funding & Expenditure Total		10,624	10,000	10,000	10,000	6,000	46,624

Schemes Pending Business Case Development

(Schemes not formally part of the capital programme and subject to further approval once more detailed work has been undertaken. Funding allocations and profile between year are illustrative only)

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2021/22 £000s	Ref	Scheme	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 to 2031/32 £000s	Total £000s
0	CRF1	Covid Recovery Fund – Community Improvements	0	1,700	1,700	600	0	4,000
395	CRF2	Covid Recovery Fund – Youth Zones Investment	1,000	1,000	1,605	0	0	3,605
0	GR07	Areas for Growth & Regeneration - Strategic CIL	2,400	0	2,600	4,000	3,100	12,100
0	PL01	Metrobus Transport	3,500	1,500	0	0	0	5,000
0	NH03	Cemetries & Crematoria - North site development	0	0	880	1,420	2,000	4,300
0	NH05	Sports Provision	0	530	3,500	4,000	0	8,030
0	PE10	Sports Capital Investment - Community Hub	0	350	0	0	0	350
0	NEW	Digital Transformation - Network Improvements	1,250	5,530	0	0	0	6,780
0	NEW	Digital Transformation - Invest to Save scheme	5,100	700	0	0	0	5,800
0	NEW	Street Lighting Phase 2 - Invest to Save scheme	0	5,000	2,000	0	0	7,000
0	NEW	Invest to Save Fund	1,000	1,500	2,200	3,400	2,500	10,600
0	NEW	Decarbonisation Fund	2,000	4,000	6,000	4,000	3,000	19,000
395	Schemes Pending Business Case Development Total		16,250	21,810	20,485	17,420	10,600	86,565
147,237	Capital Programme (GF) including Corporate Contingencies & Pending Schemes		186,557	165,721	107,497	60,218	41,507	561,501

General Fund - Capital Funding

2021/22 £000s	Source of Finance	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 to 2031/32 £000s	Total £000s
(54,923)	Prudential Borrowing	(53,808)	(38,516)	(27,368)	(21,863)	(18,805)	(160,360)
(5,868)	Prudential Borrowing – Economic Development Fund	(19,914)	(20,013)	(14,980)	(478)	0	(55,386)
(36,931)	Grants	(55,096)	(31,118)	(18,858)	(5,011)	(3,500)	(113,583)
(24,134)	Capital Receipts	(29,253)	(56,339)	(28,440)	(17,694)	(6,000)	(137,726)
(11,741)	Developer Contributions	(10,599)	(5,997)	(7,580)	(5,400)	(4,430)	(34,006)
(11,031)	WECA/LEP	(16,920)	(13,738)	(9,772)	(8,772)	(8,772)	(57,974)
(2,609)	Revenue and Reserves	(968)	0	(500)	(1,000)	0	(2,468)
(147,237)	Capital Funding - General Fund Total	(186,557)	(165,721)	(107,497)	(60,218)	(41,507)	(561,501)

Housing Revenue Account

2021/22 £000s	Ref	Scheme	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 to 2031/32 £000s	Total £000s
33,300	HRA1	Housing Investment Programme	53,473	80,751	75,447	66,684	307,594	583,948
18,954	HRA2	New Build and Land Enabling	68,658	113,109	89,132	42,472	441,157	754,529
358	HRA4	HRA Infrastructure	550	569	581	593	3,815	6,108
52,612	Housing Revenue Account Total		122,681	194,429	165,160	109,749	752,566	1,344,585

Housing Revenue Account - Capital Funding

2021/22 £000s	Source of Finance	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 to 2031/32 £000s	Total £000s
0	Prudential Borrowing	(3,461)	(107,367)	(111,874)	(69,029)	(377,897)	(669,628)
(24,180)	Capital Receipts	(52,999)	(7,102)	(6,561)	(5,916)	(29,218)	(101,796)
	Capital Grants	(3,426)	(8,079)	(13,664)	(836)	(120,000)	(146,005)
(28,432)	Revenue and Reserves	(62,795)	(71,881)	(33,061)	(33,968)	(225,451)	(427,156)
(52,612)	Housing Revenue Account Total	(122,681)	(194,429)	(165,160)	(109,749)	(752,566)	(1,344,585)

Revised Capital Programme Budget Combined

2021/22 £000s		2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 to 2031/32 £000s	Total £000s
199,849	(GF + HRA) Totals	309,238	360,151	272,657	169,966	794,073	1,906,086

Appendix 3 Budget Risk Register Report

Corporate Risk Report Summary Page	Risk	As at Dec 2021	Financial Impact		
		Rating	Y / N	£m	Choose Source
Risks					
People					
CRR9	Safeguarding Vulnerable Children	3x7=21	Y	13.0	MA
CRR10	Safeguarding Adults at Risk with Care and support needs	3x7=21	Y	10.0	MA
CRR39	Adult and Social Care major provider/ supplier failure	3x7=21	Y	8.0	MA
CRR43	Escalating DSG deficit and changes in ring-fenced arrangements	3x7=21	N	0.0	MA
CRR23	Adult and Social Care (ASC) Transformation programme	3x5=15	N	4.0	MA
CRR36	SEND	2x5=10	Y	1.0	MA
CRR45	Failure to deliver statutory duty in respect of the safeguarding of Children	3x3=9	N	0.0	MA
Growth & Regeneration					
CRR32	Failure to deliver enough affordable Homes to meet the City's needs	4x7=28	N	0.0	MA
CRR44	Lack of progress for Mass Transit Impact on city	4x5=20	N	0.0	MA
CRR37	Homelessness	4x5=20	Y	2.3	MA
CRR41	Major projects Capital Investment	3x5=15	Y	50.0	AMP
CRR5	Business Continuity and Council Resilience	3x5=15	N	0.0	MA
CRR12	Failure to deliver suitable emergency planning measures, respond to and manage emergency events when they occur	3x5=15	N	0.0	MA
CRR18	Failure to deliver enough homes to meet the City's needs.	3x5=15	N	0.0	MA
CRR27	Capital Transport Programme Delivery	3x5=15	Y	0.0	AMP
Resources					
CRR35	Organisational Resilience	4x7=28	Y	1.0	UR
CRR13	Financial Framework and MTFP	3x7=21	Y	6.0	EMR
CRR25	Suitability of Line of Business Systems (LOB)	4x5=20	N	0.0	MA
CRR7	Cyber-Security	4x5=20	Y	8.0	AMP
CRR4	Corporate Health, Safety and Wellbeing	3x5=15	N	0.0	MA
CRR29	Information Security Management System	3x5=15	N	0.0	MA
CRR6	Fraud and Corruption	3x5=15	N	0.0	MA
CRR40	Unplanned Investment in Subsidiary Companies	3x5=15	Y	2.0	EMR
CRR26	ICT Resilience	2x5=10	N	0.0	MA
CRR15	In-Year Financial Deficit	3x3=9	Y	3.4	CC
CRR34	Corporate Equalities	1x5=5	N	0.0	MA
External Risks					
BCCC4	COVID-19 Population Health	3x5=15	N	0.0	MA
BCCC1	Flooding	3x5=15	Y	0.0	MA
Opportunities					
OPP2	Corporate Strategy	2x7=14	N	0.0	MA
OPP1	One City	3x7=21	N	0.0	MA

Strategies to manage risk	
Definitions of the provision identified in the table above table by which risk will be managed	
MA	Mitigating Action – Strategic Directors / Directors to identify alternative measures to manage risks / opportunities within available resources and growth allocated as per budget report
CC	Corporate Contingency - due to its recurrent nature a corporate contingency has been set aside
AMP	Asset Management Plans – will require to be addressed through asset management plans.
EMR	Earmarked provision – the Council has set monies aside in an earmarked reserve or other provision to meet the estimated costs.
UR	Unallocated Reserve – Council would require drawing funding down from the unallocated General Fund balance to meet costs

Total £m	Reserve £m
38.3	n/a
3.4	3.4
58.0	54.2
8.0	11.0
1.0	36.4
70.4	105.0

APPENDIX 4**Treasury Management Strategy Statement****1 Background**

- 1.1 The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.
- 1.2 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 1.3 The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.
- 1.4 The Chartered Institute of Public Finance Accountants (CIPFA) defines treasury management as:
"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
- 1.5 Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from the day to day treasury management activities.

Reporting Requirements – Capital Strategy

- 1.6 The CIPFA revised 2017 Prudential and Treasury Management Codes require, for 2022-23, all local authorities to prepare an additional report, a capital strategy report, which will provide the following:
 - a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
 - an overview of how the associated risk is managed
 - the implications for future financial sustainability

The aim of this capital strategy is to ensure that all elected members on the full council understand the overall long-term policy objectives and resulting capital strategy

requirements, governance procedures and risk appetite. Full Council approved its current Capital Strategy on 7th December 2021.

This capital strategy is reported separately from the Treasury Management Strategy Statement; non-treasury investments will be reported through the former. This ensures the separation of the core treasury function under security, liquidity and yield principles, and the policy and commercialism investments usually driven by expenditure on an asset.

Reporting Requirements – Treasury Management

- 1.7 The Council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.
- I. **A treasury strategy including Prudential and Treasury indicators** (this report) - The first, and most important report covers:
 - the capital plans (including prudential indicators);
 - a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
 - the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
 - an investment strategy (the parameters on how investments are to be managed).
 - II. **A Mid-year Treasury Management Report** – this will update the Council with the progress of the capital position, amending prudential indicators as necessary, and whether the treasury activity is meeting the strategy or whether any policies require revision.
 - III. **An Annual Treasury Report** – this provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.
- 1.8 The above reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by the Audit Committee.
- 1.9 CIPFA published revised codes on 20th December 2021, Treasury Management Code and Prudential Code with formal adoption not until the 2023/24 financial year. In addition, the Department for Levelling Up, Housing and Communities are currently conducting a consultation on amending Minimum Revenue Provision Rules with effect from 1st April 2023 that could possibly have a negative revenue impact for the authority if implemented.

Further details of these changes are set out in Annex 4.

2 Treasury Management Strategy for 2022/23

- 2.1 The Treasury Management Strategy for 2022/23 covers two main areas:

Capital Issues

- The capital plans and the prudential indicators.
- The minimum revenue provision (MRP) policy.

Treasury Management Issues

- current and projected treasury position.
 - treasury indicators which limit the treasury risk and activities of the Council.
 - prospects for interest rates.
 - the borrowing strategy.
 - policy on borrowing in advance of need.
 - debt rescheduling.
 - the investment strategy.
 - creditworthiness policy; and
 - policy on the use of external service providers.
- 2.2 These elements cover the requirements of the Local Government Act 2003, DLUHC Investment Guidance, DLUHC MRP Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code.
- 2.3 The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. Treasury Management training was provided in July 2021 with further training to be planned in 2022.
- 2.4 The training needs of treasury management officers are periodically reviewed.
- 2.5 The Council uses Link Group, Treasury solutions as its external treasury management advisors. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.
- 2.6 The Council recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.
- 2.7 The scope of investments within the Council's Treasury operations include the placing of residual cash from the Council's functions in various products such as fixed term deposits, call accounts and money market with a variety of financial institutions.

3 The Capital Prudential Indicators 2022/23 – 2026/27

- 3.1 The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

Capital expenditure

- 3.2 This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. The table also summarises how the capital expenditure plans are being financed. Any shortfall of

resources results in a borrowing need. Members are asked to approve the capital expenditure forecasts:

Capital expenditure £m	2020/21 Actual £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m
Non-HRA	126	147	168	140	84	40	27
Non – HRA* ¹	-	-	16	22	20	17	11
HRA	39	53	123	194	165	110	94
Total	165	200	307	356	269	167	132
Financed by:							
Capital receipts	35	48	83	63	34	24	11
Capital grants	74	60	82	55	48	16	13
HRA Self financing	22	29	30	32	33	34	35
Revenue	4	3	34	40	1	1	-
Net financing need for year	30	60	78	166	153	92	73

*1 Schemes pending subject to business case development

Note, the table above exclude arrangements such as service-concession contracts such as PFI and leasing that have their own financing / borrowing facilities.

The Council's borrowing need (the Capital Financing Requirement)

- 3.3 The Capital Financing Requirement (CFR) is the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.
- 3.4 The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each asset's life.
- 3.5 The CFR includes any long-term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of schemes include a borrowing facility and so the Council is not required to separately borrow for these schemes. The Council currently has £133m of such schemes within the CFR.

3.6 The Council is asked to approve the CFR projections below:

	2020/21 Actual £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m
CFR – non housing	508	564	629	675	701	709	713
CFR – PFI/Lease schemes	133	124	116	107	98	89	80
CFR – housing	245	245	249	356	468	537	591
Total CFR	886	933	994	1,138	1,267	1,335	1,384
Movement in CFR	16	47	61	144	129	68	49

Net financing need for year	30	60	78	166	153	92	73
Less MRP & other financing	(14)	(13)	(17)	(22)	(24)	(24)	(24)
Movement in CFR	16	47	61	144	129	68	49

Minimum Revenue Provision (MRP) policy statement

3.7 The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge, the minimum revenue provision (MRP), although it is allowed to undertake additional voluntary provision (VRP).

3.8 The Department for Levelling Up, Housing and Communities (DLUHC) have issued Regulations which require the full Council to approve an MRP Statement in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement:

For capital expenditure incurred before 1 April 2008 and capital expenditure incurred on or after that date which forms part of its Supported Capital Expenditure - The MRP policy will be based on the pre 2007/08 borrowing and post supported borrowing at 2% fixed so that the whole debt is repaid after 50 years.

Note a change in policy approved by Full Council on 13th December 2016 amended the rate that is used to calculate MRP from 4% reducing balance to 2% straight line as this is better aligned to the average lives of the authority's assets and results with the debt being fully repaid. This means that the authority has overprovided during the period 1st April 2008 through to 31st March 2016. The Council has reduced its MRP provision in 2017/18 through to 2021/22 and will reduce its MRP further, over an adequate timeframe (a further 1 year) to recover this overprovision while also ensuring a prudent annual provision is maintained.

This additional reduction in MRP will be set aside to reserves to ensure the Council maintains reasonable provision as mitigation for financial risks outlined in the main body of the report. It is estimated that for 2022/23 £4.1m of this overprovided MRP will be made available to supplement general reserves.

From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be the Asset life method – MRP will be based on the estimated life of

the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction);

Any loan or investment to an organisation defined as capital expenditure will not attract MRP. The original capital expenditure will be met from the capital receipt on the maturity of the loan/investment.

Other methods to provide for debt repayment may occasionally be used in individual cases where this is consistent with the statutory duty to be prudent, as justified by the circumstances of the case, as determined by the Chief Finance Officer.

These options provide for a reduction in the borrowing need over approximately the asset's life.

- 3.9 There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation.
- 3.10 Repayments included in annual PFI or finance leases are applied as MRP.

Affordability prudential indicator

- 3.11 The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicator:
- 3.12 **Ratio of financing costs to net revenue stream.** This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

	2020/21 Actual %	2021/22 Estimate %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %	2025/26 Estimate %	2026/27 Estimate %
General Fund	6.9	6.7	7.5	9.1	9.2	9.3	8.9
HRA	8.8	9.1	8.2	8.4	9.8	10.9	12.4

The estimates of financing costs include current commitments and the proposals in this budget report.

4 Borrowing

- 4.1 The capital expenditure plans set out in Section 3 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury/prudential indicators, the current and projected debt positions and the annual investment strategy.

Current and projected portfolio position

- 4.2 The Council's treasury portfolio position at 31 March 2021, with forward projections are summarised below. The table shows the actual external debt against the underlying

capital borrowing need (the Capital Financing Requirement), highlighting any over or under borrowing.

	2020/21 Actual £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m
External Debt 1 April	461	451	451	516	716	896	1,006
Expected change in debt	(10)	-	65	200	180	110	53
Other long-term liabilities	141	133	124	116	107	98	89
Expected change in other long-term liabilities	(8)	(9)	(8)	(9)	(9)	(9)	(9)
Debt Administered on behalf of the Unitary authorities	(39)	(37)	(36)	(35)	(33)	(32)	(31)
Actual gross debt 31 March	545	538	596	788	961	1,063	1,108
Capital Financing Requirement	886	933	994	1,138	1,267	1,335	1,384
Under borrowing	(341)	(395)	(398)	(350)	(306)	(272)	(276)

Gross Debt and the Capital Financing Requirement

- 4.3 Within the prudential indicators there are a number of key indicators to ensure that the Council operates its activities within defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2022/23 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes or speculative purposes.
- 4.4 The Chief Finance Officer reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

Treasury Indicators: limits to borrowing activity

- 4.5 **The operational boundary.** This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and ability to fund under-borrowing by other cash resources.

Currently the operational boundary is planned to be lower than the CFR as the Council is utilising other cash resources to support the financing of the capital programme, also commonly known as internal borrowing.

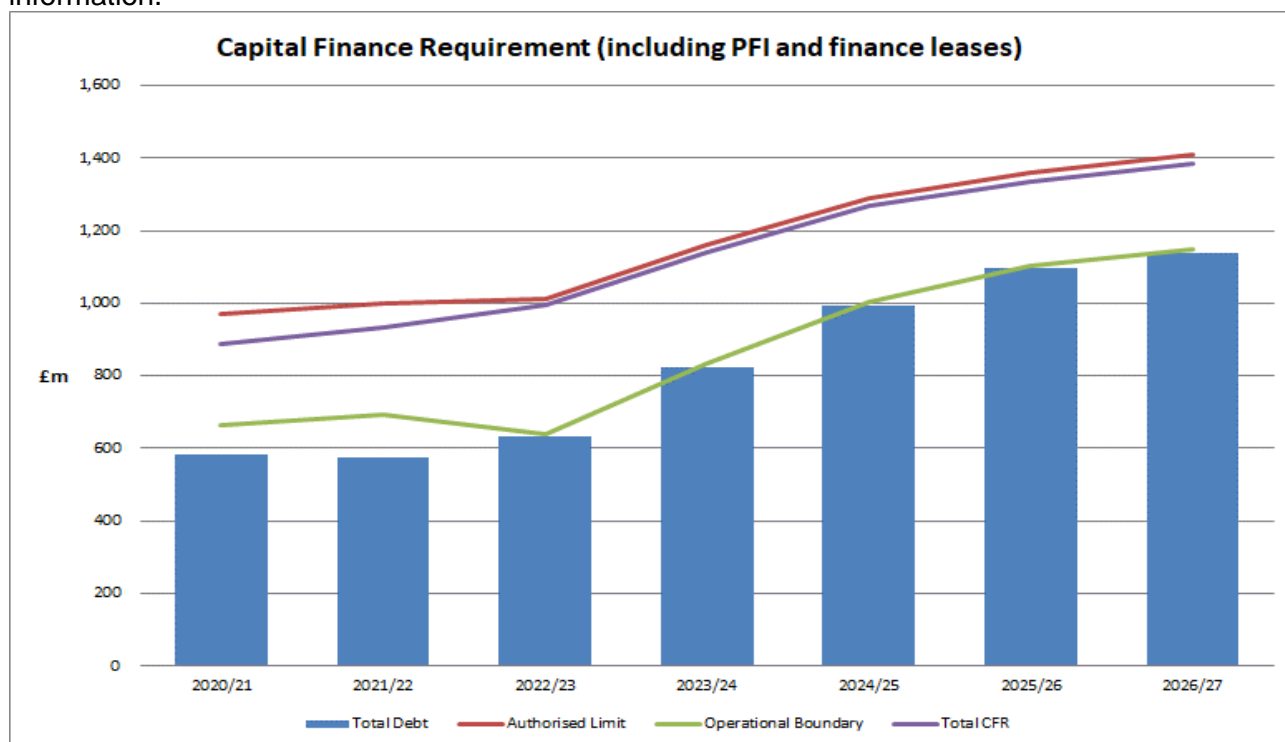
	2021/22 Approved £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m
Debt	561	516	716	896	1,006	1,059
Other long-term liabilities	133	124	116	107	98	89
Total	693	640	832	1,003	1,104	1,148

4.6 **The authorised limit for external debt.** A further key prudential indicator represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

- This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
- The Council is asked to approve the following authorised limit:

	2021/22 Approved £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m
Total	1,000	1,010	1,160	1,290	1,360	1,410

The graph below shows the above projections in one chart to assist with presenting this information.



Prospects for interest rates

- 4.7 The Council has appointed a treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives their view.

Period	Bank Rate %	PWLB Borrowing Rates % (including certainty rate adjustment)			
		5 year	10 Year	25 year	50 year
Mar 2022	0.25	1.50	1.70	1.90	1.70
Mar 2023	0.75	1.70	1.90	2.20	2.00
Mar 2024	1.00	1.90	2.10	2.30	2.10
Mar 2025	1.25	2.00	2.30	2.50	2.30

Over the last two years, the coronavirus outbreak has done significant economic damage to the UK and to economies around the world. After the Bank of England took emergency action in March 2020 to cut Bank Rate to 0.10%, it left Bank Rate unchanged at its subsequent meetings until raising it to 0.25% at its meeting on 16th December 2021.

As shown in the forecast table above, the forecast for Bank Rate now includes the following increases, quarter 2 of 2022 to 0.50%, quarter 1 of 2023 to 0.75%, quarter 1 of 2024 to 1.00% and quarter 1 of 2025 to 1.25%. With the high level of uncertainty prevailing on several different fronts, we expect these forecasts to be revised.

The forecast for PWLB borrowing rates show a general upward trend across all maturity bands over the next three years. There is likely to be exceptional volatility and unpredictability in respect of gilt yields and PWLB rates from numerous factors. The balance of risks to medium to long term PWLB rates are to the upside.

There are significant risks to these forecasts as set out in Annex 2 – Economic Forecast and Interest Rate forecast.

- **Investment and borrowing rates**

Investment returns are expected to improve in 2022/23. However, while markets are pricing in a series of Bank Rate hikes, actual economic circumstances may see the MPC fall short of these elevated expectations.

Borrowing interest rates fell to historically very low rates as a result of the COVID crisis and the quantitative easing operations of the Bank of England and still remain at historically low levels. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years.

On the 25th November 2020 the Chancellor announced the conclusion to the review of margins over gilt yields for PWLB rates which had been increased by 100 bps in October 2019. The margins were reduced by 100 bps but a prohibition was

introduced to deny access to borrowing from the PWLB for any local authority which had purchase of assets for yield in its three-year capital programme.

The Council can now borrow from the PWLB at - gilt plus 80 basis points.

Borrowing for capital expenditure. Our long-term (beyond 10 years), forecast for Bank Rate is 2.00%. As some PWLB certainty rates are currently below 2.00%, there remains value in considering long-term borrowing from the PWLB where appropriate. Temporary borrowing rates are likely, however, to remain near Bank Rate and may also prove attractive as part of a balanced debt portfolio.

The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in the future when authorities may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt;

There will remain a cost of carry, (the difference between higher borrowing costs and lower investment returns), to any new long-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost.

There are also alternative sources of long-term borrowing available, besides PWLB if an authority is seeking to avoid a “cost of carry” but also wishes to mitigate future re-financing risk, and these sources will be considered.

Borrowing Strategy

- 4.8 Based on current cash flow forecasts, it is estimated that the Council will have a net borrowing requirement of £608m over the MTFS period. The most significant consideration from a treasury management perspective is the timing and duration of that borrowing. Should the financial environment change and borrowing is deemed advantageous the Council will seek to borrow long-term loans below a “target rate” of 2.00% and short-term to medium term loans below a “target rate” of 1.75%.
- 4.9 The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement) has not been fully funded with loan debt as cash supporting the Council’s reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is an issue that needs to be considered.
- 4.10 Against this background and the risks within the economic forecast, caution will be adopted with the 2022/23 treasury operations. The Chief Finance Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:
- *If it was felt that there was a significant risk of a sharp FALL in borrowing rates then borrowing will be postponed.*
 - *if it was felt that there was a significant risk of a much sharper RISE in borrowing rates than that currently forecast, perhaps arising from an acceleration in the rate of increase in central rates in the USA and UK, an increase in world economic activity, or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.*

4.11 Any decisions will be reported to the appropriate decision making body at the next available opportunity.

- Long-term and short-term fixed interest rates are expected to rise “marginally” over the medium term. The Chief Finance Officer, under delegated powers, will take the most appropriate form of borrowing depending on the prevailing interest rates at the time, taking into account the risks shown in the forecast above.
- The option of postponing borrowing and running down investment balances strategy has been applied in 2022/23. This approach will continue until balances are reduced to adequate liquidity requirements unless it was felt that there was a significant risk of a sharp rise in interest rates.
- The Councils borrowing strategy will consider new borrowing in the following ways:
 - The cheapest borrowing will be internal borrowing by running down cash balances and foregoing interest earned at historically low rates. However, in view of the overall forecast for long term borrowing rates to increase, be it marginally, over the next few years, consideration will also be given to weighing the short term advantage of internal borrowing against potential long term costs if the opportunity is missed for taking loans at long term rates which will be higher in future years;
 - PWLB loans for up to 10 years where rates are expected to be significantly lower than rates for longer periods. This offers a range of options for new borrowing, which will spread debt maturities away from a concentration in the longer dated debt that the Council holds;
 - PWLB loans in excess of 10 years where rates are considered to be low and offer the Council the opportunity to lock into low value long-term finance;
 - Long term fixed rate market loans at rates significantly below PWLB rates for the equivalent maturity period (where available) and to maintaining an appropriate balance between PWLB and market debt in the debt portfolio;
 - Long term borrowing from the Municipal Bond Agency if available and appropriate and rates are lower than those offered by the Public Works Loan Board (PWLB).
 - Short to medium funding from local authorities and financial institutions at rates lower than the PWLB

4.12 The authority is planning net borrowing of £65m over the period as set out in table 4.2, to finance the expected Prudential Borrowing requirement of £78m as set out in table 3.2 as set out in the Capital programme. The reduced borrowing of £13m partly reflects the cash set-aside for the repayment of debt, also known as Minimum Revenue Provision (MRP). The most efficient arrangement is for MRP to be used to reduce the new long term debt expected to be required. This ensures that MRP is utilised and does not accumulate as cash on the balance sheet, and reduces the expected level of debt. Alternatively MRP could be used to repay existing debt, but this would be at considerable cost in the current interest rate environment.

The level of borrowing will ensure the authority will maintain adequate liquidity levels as set out in the strategy.

4.13 The Council will seek to undertake temporary borrowing (less than one year) loans to cover day-to-day cashflow requirements as and when required. Such a decision will be based on the availability of and access to cash in deposit accounts and money market

funds to cover the cashflow requirement, whilst also considering the most efficient method for the authority.

- 4.14 Temporary borrowing will also be considered when the draw down deadline for a deposit account for same day transfer has passed, thus resulting in borrowing cash from the money markets.
- 4.15 The Chief Finance Officer will be kept informed of the temporary loans outstanding on a monthly basis and reviewed at the regular Treasury Management Group meeting.

Policy on borrowing in advance of need

- 4.16 The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.
- 4.17 Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

Debt Rescheduling

- 4.18 As the yield curve is relatively flat there is limited opportunities to generate savings by switching from long term debt to short term debt. In addition, rescheduling of our PWLB loans is unlikely to occur due how the repayment penalties and discounts are calculated. Any savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).
- 4.19 The reasons for any rescheduling to take place will include:
- the generation of cash savings and / or discounted cash flow savings;
 - helping to fulfil the treasury strategy;
 - enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).
- 4.20 Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.
- 4.21 All rescheduling will be reported to the Council at the earliest meeting following its action.

Zero Carbon initiatives

- 4.22 The capital strategy references the council being able to:
- explore zero carbon initiatives funded through Community Municipal Investments or Retail Bonds upto a maximum exposure in such investments of £2m. The exposure to such initiatives would be included within the General Fund capital financing costs exposure of a maximum 10% of the net revenue budget.*
- 4.23 If such an opportunity arose the council would explore the zero carbon initiative in accordance with this strategy.

5 Annual Investment Strategy

Investment policy

- 5.1 The Department of Levelling Up, Housing and Communities (DLUHC - this was formerly the Ministry of Housing, Communities and Local Government (MHCLG)) and CIPFA have extended the meaning of 'investments' to include both financial and non-financial investments. This report deals solely with financial investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy, (a separate report).
- 5.2 The Council's investment policy has regard to the following: -
- DLUHC's Guidance on Local Government Investments ("the Guidance")
 - CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the Code")
 - CIPFA Treasury Management Guidance Notes 2018

The Council's investment priorities will be security first, portfolio liquidity second and then yield, (return). The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with the Council's risk appetite. In the current economic climate, it is considered appropriate to keep investments short term to cover cash flow needs. However, where appropriate (from an internal as well as external perspective), the Council will also consider the value available in periods up to 36 months with high credit rated financial institutions, as well as wider range fund options.

The above guidance from the DLUHC and CIPFA places a high priority on the management of risk. This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -

- Minimum acceptable **credit criteria** are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
- **Other information:** ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.
- **Other information sources** used will include the financial press, share price and other such information pertaining to the financial sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
- The Council has defined the list of **types of investment instruments** that the treasury management team are authorised to use. There are two lists in Annex 3 under the categories of 'specified' and 'non-specified' investments. Counterparty limits will be as set through the Council's treasury management practices – schedules using the parameters below
 - **Specified investments** are those with a high level of credit quality and subject to a maturity limit of one year or have less than a year left to run to maturity if originally they were classified as being non-specified investments solely due to the maturity period exceeding one year.

- **Non-specified investments** are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.
- Counterparty lending limits (amounts and maturity) will be set using the investment criteria below.

Creditworthiness policy

- 5.3 The primary principle governing the Council's investment criteria is the security of its investments, whilst liquidity and the yield on the investment is also a key consideration. After this main principle, the Council will ensure that:
- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections below; and
 - It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.
- 5.4 The Chief Finance Officer will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to that which determines which types of investment instrument are either specified or non-specified as it provides an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.
- 5.5 The minimum rating criteria uses the lowest common denominator method of selecting counterparties and applying limits. This means that the application of the Council's minimum criteria will apply to the lowest available rating for any institution. For instance, if an institution is rated by two agencies, one meets the Council's criteria, the other does not, the institution will fall outside the lending criteria. Any rating changes, rating watches (notification of a likely change), rating outlooks (notification of a possible longer term change) are considered before making investment decisions.
- 5.6 The criteria for providing a pool of high quality investment counterparties (both specified and non-specified investments) is:
- **Banks 1** - good credit quality – the Council will only use banks which:
 - are UK banks; and/or
 - are non-UK and domiciled in a country which has a minimum sovereign long-term rating of AA-
and have, as a minimum, the following Fitch, Moody's and Standard and Poors credit ratings (where rated):
 - Short term – F1 (or equivalent)
 - Long term – A- (or equivalent)
 - **Banks 2** – Part nationalised UK banks – Royal Bank of Scotland ring-fenced operations. This bank can be included if they continue to be part nationalised or they meet the ratings in Banks 1 above.
 - **Banks 3** – The Council's own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time.

- **Bank subsidiary and treasury operation** - the Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.
- **Building societies** - the Council will use all societies which meet the ratings for banks outlined above.
- **Money market funds (CNAV ^{Constant Net Asset Value})** – AAA rated (sterling)
- **Money Market Funds (LVNAV ^{Low Volatility Net Asset Value})** – AAA rated (sterling)
- **Money Market Funds (VNAV ^{Variable Net Asset Value})** – AAA rated (sterling)
- **Ultra-Short dated Bond Funds with a volatility rating of S1+**
- **UK Government** (including gilts and the DMADF)
- **Local authorities, parish councils etc**
- **Supranational institutions**
- **Council owned subsidiaries.** The Council invests in wholly owned Council subsidiaries. Depending on the nature of the investment this will either be classified as a Service investment or a Treasury investment. Service investments fall outside the scope of the specified/ non specified categories and currently investments of this type are classified as service investments.

A limit of £100m will be applied to the use of non-specified investments

Country and sector considerations

- 5.7 Due care will be taken to consider the country, group and sector exposure of the Council's investments. The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch (or equivalent). In addition:
- no more than 25% will be placed with any non-UK country at any time;
 - limits in place above will apply to a group of companies;
 - sector limits will be monitored regularly for appropriateness.

- 5.8 **Use of additional information other than credit ratings.** Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision. This additional market information (for example Credit Default Swaps (CDS), negative rating watches/outlooks) will be applied to compare the relative security of differing investment counterparties.

Time and monetary limits applying to investments.

- 5.9 Time and monetary limits applying to investments. The time and monetary limits for institutions on the Council's counterparty list are as follows (these will cover both specified and non-specified investments):

	Fitch Long term Rating	Money Limit	Time Limit

	(or equivalent)		
Banks 1 - higher quality	AAA	£50m	5 Years
Banks 1 - medium quality	AA-	£20m	3 Years
Banks 1 - lower quality	A-	£10m	1 Year
Banks 2 – part-nationalised	N/A	£10m	1 Year
Limit 3 category – Council’s banker (not meeting Banks 1/2)	-	£100k	Liquid
Other institutions limit*	-	£50m	5 Years
DMADF	UK Sovereign rating	unlimited	1 Year
Local authorities	-	£40m	5years
Money market funds (MMF) (Including CNAV, LVNAV & VNAV)	AAA	£40m	liquid

*The Other Institution Limit will be for Gilt and Supranational investments

The proposed criteria for specified and non-specified investments are shown in Annex 3 for approval.

5.10 Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. While most cash balances are required in order to manage the fluctuations of the cash flows, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer term investments will be carefully assessed.

- If it is thought that Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term or variable.
- Conversely, if it is thought that Bank Rate is likely to fall within that time period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

5.11 Investment return expectations.

The current forecast shown in Annex 2 includes a forecast for a first increase in Bank Rate in May 2022, though it could come in February. The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year, (based on a first increase in Bank Rate in quarter 2 of 2022), are as follows (the long term forecast is for periods over 10 years in the future):

- 2022/23 0.50%
- 2023/24 0.75%
- 2024/25 1.00%
- 2025/26 1.25%

- 2026/27 1.50%
- Long term later years 2.00%

Investment interest rates and very short term PWLB rates will not be rising as quickly or as high as in previous decades when the economy recovers from a downturn and the recovery eventually runs out of spare capacity to fuel continuing expansion, with further details set out in Annex 2.

Treasury management limits on activity

5.12 There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments;
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.
- The Council is asked to approve the following treasury indicators and limits;

	2022/23	2023/24	2024/25 & Beyond
	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%
Limits on variable interest rates based on net debt	40%	40%	40%
Maturity structure of fixed interest rate borrowing 2022/23			
	Lower	Upper	
Under 12 months	0%	30%	
12 months to 2 years	0%	40%	
2 years to 5 years	0%	40%	
5 years to 10 years	0%	50%	
10 years and above	25%	100%	

Investment treasury indicator and limit

- 5.13 Total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment.

Maximum principal sums invested > 365 days			
£m	2022/23	2023/24	2024/25 & Beyond
Principal sums invested > 364 days	£100m	£100m	£100m

- 5.14 For its cash flow generated balances, the Council will seek to utilise its business reserve instant access and notice accounts, money market funds and short-dated deposits (overnight to 100 days) in order to benefit from the compounding of interest.

Ethical & Equitable Investment Policy

- 5.15 The council's current Ethical Investment Policy was approved by Cabinet on the 15th December 2011 (updated 2015). In summary it states the City Council will not knowingly invest in organisations whose activities include practices which directly pose a risk of serious harm to individuals or groups, or whose activities are inconsistent with the mission and values of the City Council.
- 5.16 During 2021/22 the council has reviewed its policy and, subject to Cabinet approval on 18th January 2022, will adopt its new Ethical and Equitable Investment Policy. This new policy will replace the existing policy, and form part of the Treasury Management Strategy that is to be approved by Council in February 2022. The key changes to be included in the new policy are the council taking a more proactive approach to ethical investment and a widening of the policy to promote an equitable approach to investment across all communities in Bristol. It should be noted a core element of the new policy continues to be the application of statutory guidance relating to treasury management funds.

Investment Risk Benchmarking

- 5.17 These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or Annual Report.
- 5.18 Security - The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:
- 0.00% (AAA rated) to 0.04% (A rated) historic risk of default when compared to the whole portfolio.

Liquidity – in respect of this area the Council seeks to maintain:

- Bank overdraft - £500k.
- Liquid short-term deposits of at least £40m available within a rolling three-month period.

- Weighted average life benchmark is expected to be a minimum of a day with a maximum of 1 year.

Yield - local measures of yield benchmarks are:

- Investments – internal returns above the 7-day SONIA compounded rate (Sterling Overnight Interbank Average) .

And in addition, that the security benchmark for each individual year is:

	1 year	2 years	3 years	4 years	5 years
Maximum	0.04%	0.13%	0.23%	0.33%	0.46%

This benchmark is an average risk of default measure and would not constitute an expectation of loss against a particular investment.

The Council is appreciative that the provision of LIBOR and associated LIBID rates is expected to cease at the end of 2021. It will work with its advisors in determining suitable replacement investment benchmark(s) ahead of this cessation and will report back to members accordingly.

Annexes

Annex 1 - Treasury Management Policy Statement

Annex 2 – Economic Background / Interest Rate Forecast

Annex 3 – TMP1 Credit and Counterparty risk management

Annex 4 - Changes to Codes of Practice and Minimum Revenue Provision Consultation

Annex 5 – Ethical and Equitable Investment Policy (Adoption subject to approval at January 2022 cabinet)

Treasury Management Policy Statement

1. The Council defines its treasury management activities as follows:

The management of the Council's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

2. The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the Council, and any financial instruments entered into to manage these risks.
3. The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.
4. The Council's high-level policies for borrowing and investments are:
 - The Council's borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The source from which the borrowing is taken, and the type of borrowing should allow the Council transparency and control over its debt
 - The Council's primary objective in relation to investments remains the security of capital. The liquidity or accessibility of the Council's investments followed by the yield earned on investments remain important but are secondary considerations.

Annex 2

Interest Rate Forecast / Economic Background

Link Group Interest Rate View 20.12.21														
	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25
BANK RATE	0.25	0.25	0.50	0.50	0.50	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.25
3 month ave earnings	0.20	0.30	0.50	0.50	0.60	0.70	0.80	0.90	0.90	1.00	1.00	1.00	1.00	1.00
6 month ave earnings	0.40	0.50	0.60	0.60	0.70	0.80	0.90	1.00	1.00	1.10	1.10	1.10	1.10	1.10
12 month ave earnings	0.70	0.70	0.70	0.70	0.80	0.90	1.00	1.10	1.10	1.20	1.20	1.20	1.20	1.20
5 yr PWLB	1.40	1.50	1.50	1.60	1.60	1.70	1.80	1.80	1.80	1.90	1.90	1.90	2.00	2.00
10 yr PWLB	1.60	1.70	1.80	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.10	2.20	2.30
25 yr PWLB	1.80	1.90	2.00	2.10	2.10	2.20	2.20	2.20	2.30	2.30	2.40	2.40	2.50	2.50
50 yr PWLB	1.50	1.70	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.20	2.20	2.30	2.30
Bank Rate														
Link	0.25	0.25	0.50	0.50	0.50	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.25
Capital Economics	0.25	0.25	0.50	0.75	0.75	0.75	0.75	1.00	1.00	-	-	-	-	-
5yr PWLB Rate														
Link	1.40	1.50	1.50	1.60	1.60	1.70	1.80	1.80	1.80	1.90	1.90	1.90	2.00	2.00
Capital Economics	1.40	1.40	1.50	1.50	1.60	1.70	1.70	1.80	1.90	-	-	-	-	-
10yr PWLB Rate														
Link	1.60	1.70	1.80	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.10	2.20	2.30
Capital Economics	1.60	1.60	1.70	1.70	1.80	1.80	1.90	2.00	2.00	-	-	-	-	-
25yr PWLB Rate														
Link	1.80	1.90	2.00	2.10	2.10	2.20	2.20	2.20	2.30	2.30	2.40	2.40	2.50	2.50
Capital Economics	1.80	1.80	1.90	1.90	2.00	2.10	2.10	2.20	2.30	-	-	-	-	-
50yr PWLB Rate														
Link	1.50	1.70	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.20	2.20	2.30	2.30
Capital Economics	1.40	1.50	1.60	1.70	1.80	1.90	2.00	2.20	2.30	-	-	-	-	-

LIBOR and LIBID rates will cease from the end of 2021. Work is currently progressing to replace LIBOR with a rate based on SONIA (Sterling Overnight Index Average). In the meantime, the forecasts are based on expected average earnings by local authorities for 3 to 12 months.

The forecasts for average earnings are averages i.e., rates offered by individual banks may differ significantly from these averages, reflecting their different needs for borrowing short term cash at any one point in time.

Over the last two years, the coronavirus outbreak has done significant economic damage to the UK and to economies around the world. After the Bank of England took emergency action in March 2020 to cut Bank Rate to 0.10%, it left Bank Rate unchanged at its subsequent meetings until raising it to 0.25% at its meeting on 16th December 2021.

As shown in the forecast table above, the forecast for Bank Rate now includes the following increases, quarter 2 of 2022 to 0.50%, quarter 1 of 2023 to 0.75%, quarter 1 of 2024 to 1.00% and quarter 1 of 2025 to 1.25%. With the high level of uncertainty prevailing on several different fronts, we expect these forecasts to be revised.

- **Significant risks to the forecasts**

Mutations of the virus render current vaccines ineffective, and tweaked vaccines to combat these mutations are delayed, or cannot be administered fast enough to prevent further lockdowns. 25% of the population not being vaccinated is also a significant risk to the NHS being overwhelmed and lockdowns being the only remaining option.

Labour and supply shortages prove more enduring and disruptive and depress economic activity.

The Monetary Policy Committee acts too quickly, or too far, over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.

The Monetary Policy Committee tightens monetary policy too late to ward off building inflationary pressures.

The Government acts too quickly to cut expenditure to balance the national budget.

UK / EU trade arrangements – if there was a major impact on trade flows and financial services due to complications or lack of co-operation in sorting out significant remaining issues.

Longer term US treasury yields rise strongly and pull gilt yields up higher than forecast.

Major stock markets e.g., in the US, become increasingly judged as being over-valued and susceptible to major price corrections. Central banks become increasingly exposed to the “moral hazard” risks of having to buy shares and corporate bonds to reduce the impact of major financial market selloffs on the general economy.

Geopolitical risks, for example in Ukraine, Iran, North Korea, but also in Europe and Middle Eastern countries; on-going global power influence

struggles between Russia/China/US. These could lead to increasing safe-haven flows.

- **The balance of risks to the UK economy: -**

The overall balance of risks to economic growth in the UK is now to the downside, including risks from Covid and its variants - both domestically and their potential effects worldwide.

- **Forecasts for Bank Rate**

It is not expected that Bank Rate will go up fast after the initial rate rise as the supply potential of the economy is not likely to have taken a “major hit” during the pandemic: it should, therefore, be able to cope well with meeting demand after supply shortages subside over the next year, without causing inflation to remain elevated in the medium-term, or to inhibit inflation from falling back towards the MPC’s 2% target after the spike up to around 5%.

The forecast includes four increases in Bank Rate over the three-year forecast period to March 2025, ending at 1.25%. However, it is likely that these forecasts will need changing within a relatively short timeframe for the following reasons: -

We do not know how severe an impact Omicron could have on the economy and whether there will be another lockdown or similar and, if there is, whether there would be significant fiscal support from the Government for businesses and jobs.

There were already increasing grounds for viewing the economic recovery as running out of steam during the autumn and now into the winter. With the introduction of Omicron poses a significant downside threat to economic activity. This could lead into stagflation / or even into recession, which would then pose a dilemma for the MPC as to whether to focus on combating inflation or supporting economic growth through keeping interest rates low.

Will some current key supply shortages “spill over” into causing economic activity in some sectors to take a reduction?

Rising gas and electricity prices in October and next April and increases in other prices caused by supply shortages and increases in taxation next April,

are already going to deflate consumer spending power without the MPC having to take any action on Bank Rate to cool inflation.

However, consumers are holding £160bn of excess savings left over from the pandemic so when will they spend this sum, in part or in total?

It looks as if the economy coped well with the end of furlough on 30th September. It is estimated that there were around 1 million people who came off furlough then and there was not a huge spike up in unemployment. In addition job vacancies have been hitting record levels so there is a continuing acute shortage of workers. This is a potential danger area if this shortage drives up wages which then feed through into producer prices and the prices of services i.e., a second-round effect that the MPC would have to act against if it looked like gaining significant momentum.

We also recognise there could be further Covid mutations beyond the Omicron mutation.

If the UK invokes article 16 of the Brexit deal over the dislocation in trading arrangements with Northern Ireland, this has the potential to end up in a no-deal Brexit.

- In summary, with the high level of uncertainty prevailing on several different fronts, we expect forecasts to be revised.

It should also be noted that Bank Rate being cut to 0.25% and then to 0.10%, were emergency measures to deal with the Covid crisis hitting the UK in March 2020. At any time, the MPC could decide to remove such emergency cuts on no other grounds than they are no longer warranted, and as a step forward in the return to normalisation. In addition, any Bank Rate under 1% is both highly unusual and highly supportive of economic growth.

- **Forecasts for PWLB rates and gilt and treasury yields**

Since the start of 2021, there has been a lot of volatility in gilt yields, and hence PWLB rates. As the interest forecast table for PWLB certainty rates above shows, there is forecast to be a steady, but slow, rise in both Bank Rate and gilt yields during the forecast period to March 2025, though there will doubtless be a lot of unpredictable volatility during this forecast period.

While monetary policy in the UK will have a major impact on gilt yields, there is also a need to consider the potential impact that rising treasury yields in

America could have on our gilt yields. As an average since 2011, there has been a 75% correlation between movements in US 10-year treasury yields and UK 10-year gilt yields. This is a significant UPWARD RISK exposure to our forecasts for longer term PWLB rates. However, gilt yields and treasury yields do not always move in unison.

US treasury yields. During the first part of 2021, the US agreed a fiscal boost of \$1.9trn (equivalent to 8.8% of GDP) for the US economy as a recovery package from the Covid pandemic that unsettled financial markets. However, this was in addition to the \$900bn support package already passed in December 2020. This was then followed by additional \$1trn package on infrastructure, and an even larger sum on the proposed “American families plan” over the next decade. Financial markets were alarmed that all this stimulus was happening at a time when: -

- A fast vaccination programme had enabled a rapid opening up of the economy during 2021.
- The economy was growing strongly during the first half of 2021 although it has weakened overall during the second half.
- It started from a position of little spare capacity due to less severe lockdown measures than in many other countries.
- And the Federal Reserve was providing substantial stimulus through monthly QE purchases during 2021.

It was not of a surprise that a combination of these factors would eventually cause an excess of demand in the economy which generated strong inflationary pressures. This has eventually been recognised by the Federal Reserve at its December meeting with an response to damp inflation down during 2022 and 2023.

At its 3rd November Federal Reserve meeting, they decided to start on tapering its \$120bn per month of Quantitative Easing purchases so that they ended next June. However, at its 15th December meeting it doubled the pace of tapering so that they will end all purchases in February. These purchases are currently acting as downward pressure on treasury yields and so it would be expected that Treasury yields will rise over the taper period and after the taper ends. The Federal Reserve also forecast that it expected there would be three rate rises in 2022 of 0.25% from near zero currently, followed by three in 2023 and two in 2024, taking rates back above 2% to a neutral level for monetary policy.

- There are also possible DOWNSIDE RISKS from the large sums of cash that the UK populace have saved during the pandemic; when savings accounts earn little interest, it is likely that some of this cash could be invested in bonds

and so push up demand for bonds and support their prices i.e., this would help to keep their yields down.

- There is likely to be **exceptional volatility and unpredictability in respect of gilt yields and PWLB** rates due to the following factors: -
- How strongly will changes in gilt yields be correlated to changes in US treasury yields (see below).

Over 10 years since 2011 there has been an average 75% correlation between movements in US treasury yields and gilt yields. However, from time to time these two yields can diverge. Lack of spare economic capacity and rising inflationary pressures are viewed as being much greater dangers in the US than in the UK. This could mean that central bank rates will end up rising earlier and higher in the US than in the UK if inflationary pressures were to escalate;

the consequent increases in treasury yields could cause (lesser) increases in gilt yields. There is, therefore, an upside risk to forecasts for gilt yields due to this correlation. The Link Group forecasts have included a risk of a 75% correlation between the two yields.

- Will the Federal Reserve take action to counter increasing treasury yields if they rise beyond a yet unspecified level?
- Would the Monetary Policy Committee act to counter increasing gilt yields if they rise beyond a yet unspecified level?
- How strong will inflationary pressures actually turn out to be in both the US and the UK and so put upward pressure on treasury and gilt yields?
- How will central banks implement their new average or sustainable level inflation monetary policies?
- How well will central banks manage the withdrawal of QE purchases of their national bonds i.e., without causing a reaction in financial markets as happened in the in the US in 2013?

- Will exceptional volatility be focused on the short or long-end of the yield curve, or both?
- As the US financial markets are, by far, the biggest financial markets in the world, any upward trend in treasury yields will invariably impact and influence financial markets in other countries. Inflationary pressures and erosion of surplus economic capacity look much stronger in the US compared to those in the UK, which would suggest that Federal Reserve rate increases eventually needed to suppress inflation, are likely to be faster and stronger than Bank Rate increases in the UK. This is likely to put upward pressure on treasury yields which could then “feed” into putting upward pressure on UK gilt yields.
- The forecasts are also predicated on an assumption that there is no break-up of the Eurozone or EU within the forecasting period, despite the major challenges that are looming, and that there are no major “ructions” in international relations, especially between the US and Russia, China / North Korea and Iran, which have a major impact on international trade and world GDP growth.
- **The balance of risks to medium to long term PWLB rates: -**
There is a balance of upside risks to forecasts for medium to long term PWLB rates.
- **A new era for local authority investing**
– **a fundamental shift in central bank monetary policy**
One of the key results of the pandemic has been a fundamental rethinking and shift in monetary policy by major central banks like the Federal Reserve, the Bank of England and the European Central Bank, to “tolerate” a higher level of inflation than in the previous two decades when inflation was the prime target to bear down on so as to stop it going above a target rate. There is now also a greater emphasis on other targets for monetary policy than just inflation, especially on ‘achieving broad and inclusive “maximum” employment in its entirety’ in the US, before consideration would be given to increasing rates.

The Federal Reserve has gone furthest in adopting a monetary policy based on a clear goal of allowing the inflation target to be symmetrical, (rather than

a ceiling to keep under), so that inflation averages out the dips down and surges above the target rate, over an unspecified period of time.

The Bank of England has also amended its target for monetary policy so that inflation should be 'sustainably over 2%' before starting on raising Bank Rate and the European Central Bank now has a similar policy.

- For local authorities, this means that investment interest rates and very short term PWLB rates will not be rising as quickly or as high as in previous decades when the economy recovers from a downturn and the recovery eventually runs out of spare capacity to fuel continuing expansion.

Labour market liberalisation since the 1970s has helped to break the wage-price spirals that fuelled high levels of inflation and has now set inflation on a lower path which makes this shift in monetary policy practicable. In addition, recent changes in flexible employment practices, the rise of the "gig" economy and technological changes, will all help to lower inflationary pressures

•
Governments will also be concerned to see interest rates stay lower as every rise in central rates will add to the cost of vastly expanded levels of national debt; (in the UK this is £21bn for each 1% rise in rates). On the other hand, higher levels of inflation will help to erode the real value of total public debt.

ECONOMIC BACKGROUND

COVID-19 vaccines.

The vaccines raised high hopes that life in the UK would be able to largely return to normal in the second half of the year. However, with the Omicron mutation at the end of November, dashed these hopes and the possibility of a fourth wave.

To prevent any further lockdowns which heavily damage the economy, the government strategy this time is focusing on getting as many people as possible to have a third (booster) vaccination.

As at the end of December workers have been requested to work from home and restrictions have been placed on large indoor gatherings and hospitality venues. With the household saving rate having been exceptionally high since the first lockdown in March 2020, there is plenty of pent-up demand and purchasing power stored up for services in sectors like restaurants, travel, tourism and hotels which had been hit hard during 2021, but could now be hit

hard again by either, or both, of government restrictions and/or consumer reluctance to leave home.

Growth will therefore be lower and the economy faces headwinds although some sectors have learned how to cope well with Covid. The biggest impact on growth coming from another lockdown.

The big question still remains as to whether any further mutations of this virus could develop which render all current vaccines ineffective, as opposed to how quickly vaccines can be modified to deal with them and enhanced testing programmes be implemented to contain their spread until tweaked vaccines become widely available.

A SUMMARY OVERVIEW OF THE FUTURE PATH OF BANK RATE

In December, the Bank of England became the first major western central bank to put interest rates up. The next increase in Bank Rate could be in February or May, dependent on how severe an impact there is from Omicron.

If there are lockdowns in January, this could pose a barrier for the MPC to putting Bank Rate up again as early as 3rd February.

With inflation expected to peak at around 6% in April, the MPC may want to be seen to be active in taking action to counter inflation on 5th May, the release date for its Quarterly Monetary Policy Report.

The December 2021 Monetary Policy Committee meeting was “more” concerned with combating inflation over the medium term than supporting economic growth in the short term. Bank Rate increases beyond May are difficult to forecast as inflation is likely to drop sharply in the second half of 2022. However, the MPC will want to normalise Bank Rate over the next three years so that it has its main monetary policy tool ready to use in time for the next down-turn as rates under 2% are providing stimulus to economic growth.

There are year-end 0.25% increases into Q1 of each financial year from 2023 to recognise this upward bias in Bank Rate - but the actual timing in each year is difficult to predict. Covid remains a major potential downside threat in all three years as we are likely to get further mutations.

Purchases of gilts under Quantitative Easing ended in December. Note that when Bank Rate reaches 0.50%, the MPC has said it will start running down its stock of Quantitative Easing.

MPC MEETING 16TH DECEMBER 2021

The Monetary Policy Committee (MPC) voted 8-1 to raise Bank Rate by 0.15% from 0.10% to 0.25% and unanimously decided to make no changes to its programme of quantitative easing purchases due to finish in December 2021 at a total of £895bn.

The MPC disappointed financial markets by not raising Bank Rate at its November meeting. Until Omicron variant was discovered, most forecasters, therefore, viewed a Bank Rate increase as being near certain at this December meeting due to the way that inflationary pressures have been comprehensively building in both producer and consumer prices, and in wage rates. However, at the November meeting, the MPC decided it wanted to see the impact on labour market following the end of the furlough scheme on 30th September; their decision was, therefore, to wait until statistics were available to show how the economy had fared at this time.

The hawkish tone of comments indicated that the MPC is concerned that inflationary pressures are building and need action to counter. This indicates that there will be more increases to come with financial markets predicting 1% by the end of 2022. The 8-1 vote to raise the rate shows that there is firm agreement that inflation now poses a threat, especially after the CPI figure hit a 10-year high. The MPC commented that “there has been significant upside news” and that “there were some signs of greater persistence in domestic costs and price pressures”.

The MPC do not expect Inflation to be below the 2% target in two years’ time and also increased its forecast for inflation to peak at 6% in April rather than at 5%. However, it should be noted that they retained its guidance that only a “modest tightening” in policy will be required, as such can expect rates rising slowly, two or three times next year to 0.75% / 1.00%.

The MPC’s forward guidance on its intended monetary policy on raising Bank Rate versus selling (quantitative easing) holdings of bonds is as follows: -

- Raising Bank Rate as “the active instrument in most circumstances”.
- Raising Bank Rate to 0.50% before starting on reducing its holdings.
- Once Bank Rate is at 0.50% it would stop reinvesting maturing gilts.
- Once Bank Rate had risen to at least 1%, it would start selling its holdings.

SUPPLY SHORTAGES. The pandemic and the global extreme weather events, followed by a major surge in demand after lockdowns ended, have

been highly disruptive of extended worldwide supply chains. Major queues of ships unable to unload their goods at ports built up rapidly during quarters 2 and 3 of 2021. Such issues have led to a misdistribution of shipping containers around the world and have contributed to a huge increase in the cost of shipping. Combined with a shortage of semi-conductors, these issues have had a disruptive impact on production in many countries. The latest additional disruption has been a shortage of coal in China leading to power cuts focused primarily on producers (rather than consumers), i.e., this will further disrupt shortages in meeting demand for goods. Many western countries are also having difficulty in filling job vacancies. It is expected that these issues will be gradually be resolved, but they are currently contributing to a spike upwards in inflation and shortages of materials and goods available to purchase.

Treasury Management Practice (TMP1) – Credit and Counterparty Risk Management

The DLUHC issued Investment Guidance in 2018, and this forms the structure of the Council's policy below. These guidelines do not apply to either trust funds or pension funds which operate under a different regulatory regime.

The key intention of the Guidance is to maintain the current requirement for councils to invest prudently, and that priority is given to security and liquidity before yield. In order to facilitate this objective, the guidance requires this Council to have regard to the CIPFA publication Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. The Council has adopted the Code and will apply its principles to all investment activity. In accordance with the Code, the Chief Finance Officer has produced its treasury management practices (TMPs). This part, TMP 1(1), covering investment counterparty policy requires approval each year.

Annual investment strategy - The key requirements of both the Code and the investment guidance are to set an annual investment strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of following:

- The strategy guidelines for choosing and placing investments, particularly non-specified investments.
- The principles to be used to determine the maximum periods for which funds can be committed.
- Specified investments that the Council will use. These are high security (i.e. high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.
- Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall number of various categories that can be held at any time.

The investment policy proposed for the Council is:

Strategy guidelines – The main strategy guidelines are contained in the body of the treasury strategy statement.

Specified investments – These investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. They also include investments which were originally classed as being non-specified investments, but which would have been classified as specified investments apart from originally being for a period longer than 12 months once the remaining period to maturity falls to under twelve months. These are considered low risk assets where the possibility of loss of principal or investment income

is small. These would include sterling investments which would not be defined as capital expenditure with:

1. The UK Government (such as the Debt Management Account deposit facility, UK treasury bills or a gilt with less than one year to maturity).
2. Supranational bonds of less than one year's duration.
3. A local authority, housing association, parish council or community council.
4. Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency. For category 4 this covers pooled investment vehicles, such as money market funds, rated AAA by Standard and Poor's, Moody's or Fitch rating agencies.
5. A body that is considered of a high credit quality (such as a bank or building society. For this category this covers bodies with a minimum short-term rating of A- (or the equivalent) as rated by Standard and Poor's, Moody's or Fitch rating agencies.

Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies. These criteria are set out below: -

	Fitch Long term Rating (or equivalent)	Money Limit	Time Limit
Banks 1 higher quality	AAA	£50m	5 Years
Banks 1 medium quality	AA-	£20m	3 Years
Banks 1 lower quality	A-	£10m	1 Year
Banks 2 – part nationalised	N/A	£10m	1 Year
Limit 3 category – Council's banker (not meeting Banks 1/2)	-	£100k	Liquid
Other institutions limit*	-	£50m	5 Year
DMADF	AAA	unlimited	5 Years
Local authorities	-	£40m	5 Years
Money market funds (Including CNAV, LVNAV & VNAV)	AAA	£40m	Liquid

*The Other Institution Limit will be for Gilt and Supranational investments

Non-specified investments – are any other type of investment (i.e. not defined as specified above). The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below. Non specified investments are limited to an overall exposure of £100m and would include any sterling investments with:

	Non-Specified Investment Category	Limit (£ or %)
a.	<p>Supranational bonds greater than 1 year to maturity</p> <p>(a) Multilateral development bank bonds - These are bonds defined as an international financial institution having as one of its objects economic development, either generally or in any region of the world (e.g. European Reconstruction and Development Bank etc.).</p> <p>(b) A financial institution that is guaranteed by the United Kingdom Government (e.g. National Rail)</p> <p>The security of interest and principal on maturity is on a par with the Government and so very secure. These bonds usually provide returns above equivalent gilt-edged securities. However, the value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.</p>	AAA long term ratings £50m
b.	<p>Gilt edged securities with a maturity of greater than one year. These are Government bonds and so provide the highest security of interest and the repayment of principal on maturity. Similar to category (a) above, the value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.</p>	£50m
c.	<p>The Council's own banker if it fails to meet the basic credit criteria. In this instance balances will be minimised as far as is possible.</p>	Minimal
d.	<p>Any bank or building society that has a minimum long-term credit rating of A-, for deposits with a maturity of greater than one year (including forward deals in excess of one year from inception to repayment).</p>	£40m
e.	<p>Any non-rated subsidiary of a credit rated institution included in the specified investment category. These institutions will be included as an investment category subject to:</p> <ul style="list-style-type: none"> • Parent company guarantee • Parent company to be a UK institution. 	£10m
f.	<p>Share capital in a body corporate – The use of these instruments will be deemed to be capital expenditure, and as such will be an application (spending) of capital resources.</p> <p>Loan capital in a body corporate.</p> <p>There is a higher risk of loss with these types of instruments.</p>	£10m
g.	<p>Share capital to Council owned companies – The use of these instruments will be deemed to be capital expenditure,</p>	£70m

	and as such will be an application (spending) of capital resources. Loan capital to Council owned companies	
h.	Bond funds – There is a high risk of loss with this type of instrument.	£10m
i.	Pooled property funds – The use of these instruments will normally be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. The key exception to this is an investment in the CCLA Local Authorities Property Fund. This Authority will seek guidance on the status of any fund it may consider using The authority has invested £10m in a Property Fund (Cabinet 03/11/15 & 19/09/17) to support Homelessness in Bristol.	£50m
j.	Property funds managed by a wholly owned Council subsidiary – The use of these instruments will normally be deemed to be capital expenditure, and as such will be an application (spending) of capital resources.	£50m

In respect of category f, and h, these will only be considered after obtaining external advice and subsequent member approval.

Council owned companies

The Council has purchased share capital / provided loans to wholly owned Council subsidiaries. These are classified as service investment's, rather than treasury management investment's, and are therefore outside the specified / non specified categories.

The monitoring of investment counterparties - The credit rating of counterparties will be monitored regularly. The Council receives credit rating information (changes, rating watches and rating outlooks) from Link Group as and when ratings change, and counterparties are checked promptly. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Chief Finance Officer, and if required new counterparties which meet the criteria will be added to the list.

Changes to Codes of Practice and Minimum Revenue Provision Consultation

2021 revised CIPFA Treasury Management Code and Prudential Code – changes which will impact on future TMSS/AIS reports and the risk management framework

CIPFA published the revised codes on 20th December 2021 and has stated that formal adoption is not required until the 2023/24 financial year.

The revised codes will have the following implications:

- a requirement for the Council to adopt a new debt liability benchmark treasury indicator to support the financing risk management of the capital financing requirement;
- clarify what CIPFA expects a local authority to borrow for and what they do not view as appropriate. This will include the requirement to set a proportionate approach to commercial and service capital investment;
- address Environmental, Social and Governance (ESG) issues within the Capital Strategy;
- require implementation of a policy to review commercial property;
- create new Investment Practices to manage risks associated with non-treasury investment (similar to the current Treasury Management Practices);
- ensure that any long term treasury investment is supported by a business model;
- amendment to Treasury Management Practice Statement 1 to address ESG policy within the treasury management risk framework;
- amendment to the knowledge and skills register for individuals involved in the treasury management function;
- a new requirement to clarify reporting requirements for service and commercial investment, (especially where supported by borrowing/leverage).

In addition, all investments and investment income must be attributed to one of the following three purposes: -

Treasury management

Arising from the organisation's cash flows or treasury risk management activity, this type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.

Service delivery

Investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure. Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is “either related to the financial viability of the project in question or otherwise incidental to the primary purpose”.

Commercial return

Investments held primarily for financial return with no treasury management or direct service provision purpose. Risks on such investments should be proportionate to a council’s financial capacity – i.e. that ‘losses’ could be absorbed in budgets or reserves without unmanageable detriment to local services. An authority must not borrow to invest primarily for financial return.

As this Treasury Management Strategy Statement and Annual Investment Strategy deals solely with treasury management investments, the categories of service delivery and commercial investments will be dealt with as part of the Capital Strategy report.

Members will be updated during the next financial year on how all these changes will impact our current approach and any changes required will be formally adopted within the 2023/24 Treasury Management Strategy report.

Minimum Revenue Provision (MRP) consultation

In addition the DLUHC is currently conducting a consultation on amending the MRP rules for England that will also come into effect, if agreed, on the 1st April 2023. Members will be briefed on the outcome of this consultation but it could have a negative revenue impact for capital loans to third parties, thus making it more .

APPENDIX 5**Flexible Use of Capital Receipts Strategy****Purpose**

1. This report provides background information with regards the statutory guidance on the flexible use of Capital Receipts and its application within this authority. As part of the finance settlement for 2016/17 the government announced new flexibilities allowing local authorities to use capital receipts received in 2016/17, 2017/18 and 2018/19 to be used to fund transformational expenditure, which can include redundancy costs. This was extended in 2018/19 as part of the Local Government Finance Settlement for a further three years until 2021/22.
2. The government is expected to announce a further extension of the flexible use of capital receipts for 2022/23. However, at the time of writing it is not clear how long the extension will be for and if there will be any changes to the guidance. A broad steer has been provided by government to suggest the guidance will be updated to focus on transformation spend. This strategy is written on the basis the flexibilities will continue for 2022/23 only and the guidance will be adapted to focus on transformation spend. However, it should be recognised the strategy will need to be flexible to adapt to the guidance adopted by government.
3. The use of capital receipts to fund transformational costs (up to the value of those capital receipts), rather than applying revenue resources / reserves that would have been previously necessary, allows for these revenue resources to be directed to service areas to facilitate further service re-development and mitigates the financial pressures of the Authority for the current and ensuing year.

Background

4. Capital receipts can only be used for specific purposes and these are set out in Regulation 23 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 made under Section 11 of the Local Government Act 2003. The main permitted purpose is to fund capital expenditure, and the use of capital receipts to support revenue expenditure is not allowed by the regulations.
5. The Secretary of State is empowered to issue Directions allowing expenditure incurred by local authorities to be treated as capital expenditure. Where such a direction is made, the specified expenditure can then be funded from capital receipts under the Regulations.
6. The Secretary of State for Communities and Local Government issued guidance in March 2016 giving local authorities greater freedoms with how capital receipts could be utilised. This Direction allows for the following expenditure to be treated as capital:

“expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners.”
7. To take advantage of this freedom, the Council must act in accordance with the Statutory Guidance issued by the Secretary of State. This guidance requires the Council to prepare, publish and maintain a Flexible Use of Capital Receipts Strategy, with the initial strategy being effective from 1 April 2016 with future strategies included within future annual budget documents and reported as appropriate.

Flexible Use of Capital Receipts Strategy

8. Government has provided a definition of expenditure that qualifies for funding from capital receipts. This is:

“Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility.”

9. The Council intends to use capital receipts to fund the following transformation projects:

Project Description	2016/17 £m Actual	2017/18 £m Actual	2018/19 £m Actual	2019/20 £m Actual	2020/21 £m Actual	2021/22 £m Estimate	2022/23 £m Estimate
Organisational Business Change	5.300	-	-	-	-	-	-
Project Management	-	-	-	0.400	-	-	-
IT Transformation Programme	-	-	-	2.172	3.203	1,307	-
Strengthening Families	-	-	-	0.237	0.060	-	-
Resources earmarked for future efficiency programmes	-	-	-	-	-	2.200	5.000
Total	5.300	-	-	2.809	3.263	3.507	5.000

10. Since the flexibility was introduced the Council has applied £11.372 million of capital receipts for transformation and savings, with plans for a further £8.507 million.
11. Capital receipts are primarily used to fund capital investment which has a relatively short economic life such as IT investment where borrowing is not economical. Excluding land disposals to Goram Homes, the 2022/23 budget assumes £20 million of capital receipts to fund the capital programme. At the end of the financial year the Council estimates to have £9 million of capital receipts not applied towards this target, with a pipeline of disposals to meet the commitments in the budget.
12. If capital receipts generated are insufficient to meet these commitments other funding sources will need to be identified or expenditure reduced.

Project Management

13. In February 2018 the Council agreed a £76.4 million programme of savings to deliver a balanced budget for the medium term as set out in the table below. The savings programme had undergone reviews, where previously identified savings that are no longer deemed deliverable had been mitigated by new schemes for delivery. However, this does not result in any changes to the overall savings and efficiency envelope previously approved. The capital receipts outlined in this report support the project management capacity for the agreed savings programme and delivery of specific savings and efficiency programmes within it.

	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total savings £'000
Improving our business efficiency – Total	9,879	3,493	3,710	3,270	3,220	23,572
Changing how we fund and provide services – Total	15,864	10,602	6,458	2,110	453	35,486
Increasing our income – Total	4,570	2,659	2,434	1,460	1,071	12,194
Reducing or stopping services – Total	4,186	620	10	260	30	5,106
Total	34,499	17,374	12,612	7,100	4,774	76,358

Table 1: Savings to Deliver a Balanced Medium Term Budget, February 2018

14. This programme has been successful in delivering the outlined savings, with only a small amount of savings not delivered. Any non-delivery is reported, through the Delivery Executive, to Cabinet and alternative savings identified to replace them. Full detail on delivery of these savings is provided within monthly finance reports to Cabinet.

Strengthening Families

15. The Strengthening Families Programme has now closed. On 14 October 2019 a progress update on the delivery of outcomes and efficiencies was reported to People Scrutiny Commission. Whilst the programme succeeded in making savings in external placement costs there are wider service demands which means the budget cannot be reduced; this was reflected in the 2021/22 budget.

IT Transformation

16. In July 2018, Cabinet approved £20.3m (£7.2m revenue, £13.1m capital) to deliver the FSA programme over a period of 3-5 years. The programme set out components needed to build on the current IT platforms and ICT service delivery to deliver an efficient, modern, secure, flexible service which supports delivery of business outcomes in support of the Capital Strategy.
17. No specific savings have been aligned to this project, but significant efficiencies have occurred as a result of this investment, for example being able to continue business operations during the Covid-19 pandemic. Performance of the IT Transformation Programme was monitored by the Resources Scrutiny Commission.

Future Efficiencies (2021/22)

18. This strategy earmarks £2.2 million for transformation during 2021/22, in particular to support digital transformation and other change activities across the Council. Further detail was provided in the main budget report for 2021/22.

Future Efficiencies (2022/23)

19. This strategy earmarks £5 million for transformative change during 2022/23. The emerging Change Portfolio for 2022/23 contains a number of significant transformation pieces of work that will start to change the way in which the Council is organised and how it delivers its services. This includes further Digital Transformation, the Common Activities Programme and the Corporate Landlord Project. Each of these are expected to deliver better, more efficient services to the city and realise financial savings.
20. In addition, there are a number of projects directly supporting the release of financial benefits committed to in the budget and medium term financial plan – such as a fees and charges review, library technology review and a review of housing allocations and lettings. As well as work that will target reducing demand for services now and in the future, such as the Children’s Placements Recovery Programme as well as the Technology Enabled Care project within adult social services.

The table below details the planned savings set out over the medium term period, further detail is set out in the budget report.

Themes	2022/23	2023/24	2024/25	2025/26	2026/27	Total By Theme
	£'000	£'000	£'000	£'000	£'000	£'000
Property and capital investment	-1,510	-2,050	-895	-550	-468	-5,473
Be more business-like and secure more external resource	-2,747	-1,975	-415	0	0	-5,137
Improve efficiency	-6,342	-904	0	-123	0	-7,369
Digital transformation	-310	0	0	0	0	-310
Reducing the need for direct services	-1,450	-300	50	0	0	-1,700
Redesigning, reducing or stopping services	-5,507	-7,960	-500	0	0	-13,967
Total	-17,866	-13,189	-1,760	-673	-468	-33,956

Table 2: Medium Term Savings 2022/23

Impact on Prudential Indicators

21. The indicators that will be impacted by this strategy are set out below:
- Capital financing requirement increased by £5.3m (2016/17) as these capital receipts were intended to support schemes within the existing programme that are now budgeted to be financed by prudential borrowing. The 2017/18 Capital Programme and beyond made no general provision for schemes to be funded by capital receipts. Schemes financed by prudential borrowing are reflected within the prudential indicators as set out within the Treasury Management Strategy and included as part of the budget.
 - Financing costs as a percentage of net revenue stream (%), noting that the savings generated from these projects will meet the debt financing costs arising from the additional borrowing. The indicative cost of borrowing £5.3m in 2017/18 was £200k pa.
22. The prudential indicators show that this strategy is affordable and will not affect the Council's operational boundary and authorised borrowing limit.

Consultation and Engagement



Bristol's Budget

2022-2023

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Executive Summary

ES1 Bristol City Council Budget 2022/23

The council's budget proposals will be considered by Cabinet on 18 January 2022 for recommendation to Full Council to consider and agree on 15 February 2022.

The budget sets out how much money the council will be able to spend on each service area. As part of the budget, Full Council will decide on the level of Council Tax and Social Care Precept¹ for 2022/23.

Bristol City Council currently spends around £1 billion each year providing services to the people of Bristol. In 2021/22, over a third of the revenue budget was raised locally through Council Tax (£236 million; 23%) and Business Rates (£134 million; 13%). The remaining 64% (£669 million) funding came in grants from the government, and other income such as fees and charges we make for some of the services we provide.

This year, budget decisions will be made in the context of acute financial pressures due to impacts on the council's income caused by the COVID-19 disruption and increasing costs – including providing for the needs of a growing and ageing population, and ongoing support for citizens and businesses with the lasting impacts of the COVID-19 pandemic.

Each year, the government sets a limit for the maximum amount councils can increase core Council Tax without holding a local referendum. The government also sets the maximum level of Social Care Precept local authorities can levy. The government announced the proposed 2022/23 referendum limits for Council Tax (up to 2%) and Social Care Precept (1%) in the [Autumn Budget and Spending Review 2021](#) on 27 October 2021, that will be laid before the House of Commons for approval at the time of the final local government settlement.

Each 1% increase in Council Tax would raise £2.4 million. If the council increases Council Tax by 1.99% and adds an additional Social Care Precept of 1% in 2022/23, we still expect a funding gap in the region of £19.5 million². If we do not increase Council Tax or levy a Social Care Precept, the funding gap would be greater than £19.5 million. With such a significant challenge the budget cannot be balanced without additional funding, making greater efficiencies (doing the same for less money) or by transforming the way we do things.

¹ Social Care Precept is a levy on top of core Council Tax, which is dedicated to help pay for adult social care.

² The budget consultation referred to a budget gap of £23.1 million, which was forecast in November 2021. The annual determination of funding to local government has revised the budget gap to £19.5m for 2022/23.

ES2 The Budget 2022/23 consultation

The Budget 2022/23 consultation took place between 5 November and 17 December 2021 and sought views from the public (including businesses and organisations which represent non-domestic rate payers³) on options for the level of Council Tax and Social Care Precept in 2022/23 and other approaches to bridge the budget gap. The responses to the consultation have helped to inform final budget recommendations and will be taken into consideration by the Cabinet and by Full Council when making their decisions in January and February 2022.

The Budget 2022/23 consultation sought feedback on the following.

- Six approaches the council might take to save money, work more efficiently and generate income to help bridge the forecast funding gap⁴ in 2022/23. These are described in Section 1.3.2.
- Options for the level of Council Tax they would prefer in 2022/23. Options were no increase, a 1% increase or a 2% increase, each of which would have different implications for the amount of money the council could spend on general council services.
- Options for the level of Social Care Precept they would prefer in 2022/23 to support the delivery of adult social care, in addition to the increase in Council Tax for general services. Options were no Social Care Precept or a 1% Social Care Precept.
- Respondents' reasons for the Council Tax and Social Care Precept options they selected, an explanation for their views on the six proposed savings approaches, and any other suggestions for balancing the budget.

The Budget 2022/23 consultation comprised information about the council's financial position and an [online survey](#). Downloadable print and [Easy Read](#) formats were also available online on the Consultation and Engagement Hub. Paper copies of the survey were available in libraries and on request. Alternative accessible formats, including language translations, were available on request.

The consultation was widely publicised through media, social media and communications with the public, including partner organisations, non-domestic rate payers and other stakeholders, as described in section 2.2.

³ The council has a statutory duty to consult each year with representatives of non-domestic rate payers about the authority's proposals for expenditure in the forthcoming year. The activities undertaken to consult representatives of non-domestic rate payers are described in section 2.2.4.

⁴ The funding gap forecast in November 2021 was £23.1 million and the budget consultation referred to this forecast figure. The annual determination of funding to local government has revised the budget gap from £23.1m to £19.5m for 2022/23.

ES3 Scope and use of this report

This report describes the methodology and presents the outcome of the Budget 2022/23 consultation. It includes quantitative data and analysis of free text comments from the consultation survey responses.

This consultation report does not contain the council's recommendations for the level of Council Tax increase or Social Care Precept (if any) in 2022/23, nor an assessment of the feasibility of any of the suggestions received. The consultation feedback in this report is taken into consideration by officers in developing final proposals for the level of Council Tax and Social Care Precept, and ways to balance the budget gap in 2022/23. The final proposals are included in a separate report which, together with this consultation report, will be considered by Cabinet on 18 January 2022. Full Council will also take into consideration this consultation report when making its decisions about the 2022/23 budget at the Full Council meeting on 15 February 2022.

Budget decisions will be published through normal procedures for Full Council and Cabinet decisions at democracy.bristol.gov.uk.

ES4 Budget 2022/23 consultation - Key findings

ES4.1 Response rate

The Budget 2022/23 consultation survey received 1,304 responses.

1,035 responses (79%) were received from postcodes within the Bristol City Council area, 11 (1%) were from South Gloucestershire, Bath & North East Somerset (B&NES), and North Somerset. A further seven (0.5%) were from unspecified locations within the four West of England authorities⁵. 251 (19%) did not provide a postcode.

Analysis of respondents' postcodes shows that there was under-representation of responses from the most deprived 30% of the city, and response rates from the least deprived 30% of the city were over-represented.

Responses from young people (aged 24 and younger) and people aged 85 and older were under-represented compared to the proportion of people in these age groups living in Bristol. Female respondents, people of Black, Asian and mixed ethnicity, and people of faith were under-represented compared to the proportions of these groups in the Bristol population.

A map of response rate by ward for the Bristol respondents is presented in Chapter 3 along with the details of age profile, sex and other respondent characteristics.

⁵ Incomplete postcodes identified the home location as within the West of England authorities' area (Bristol, B&NES, North Somerset and South Gloucestershire), but not which authority.

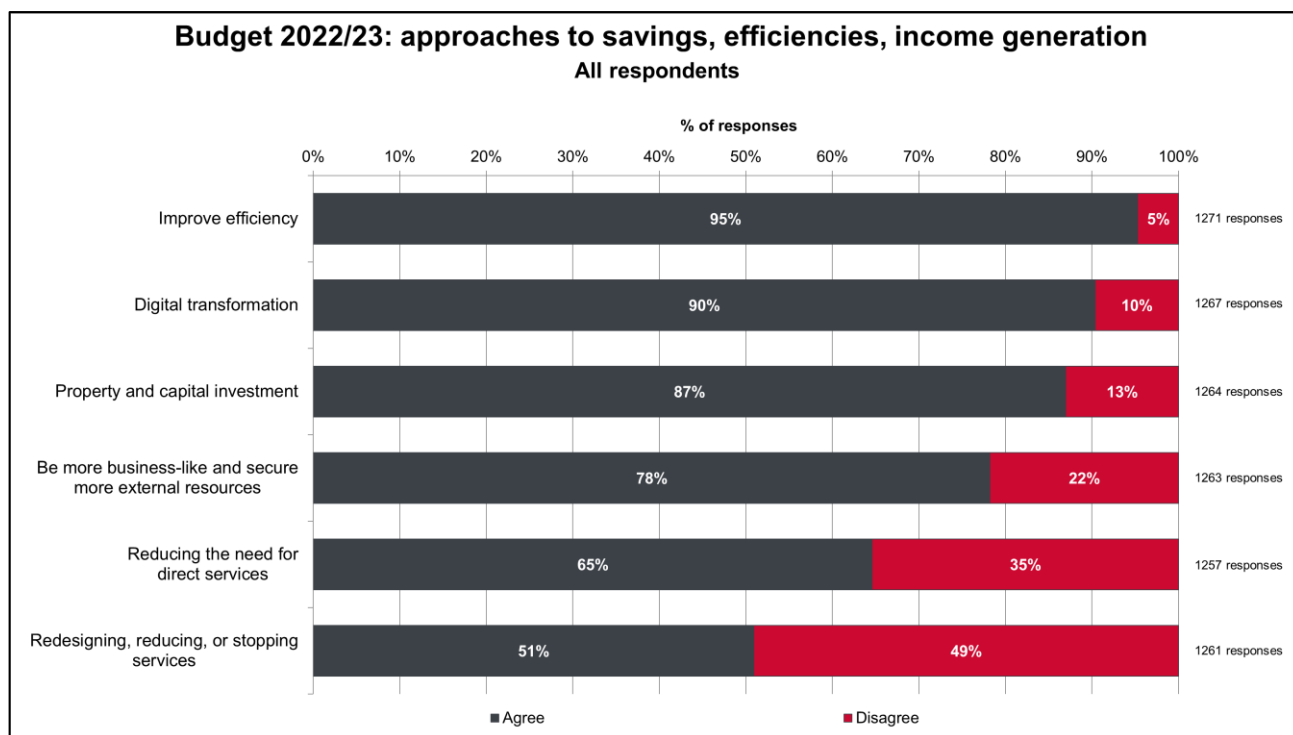
ES4.2 Six proposed approaches to saving money and generating income

1,281 (98%) of the survey respondents gave their views on one or more of the of six money saving and income generating approaches that are proposed to bridge the forecast budget gap⁶ in 2022/23. All six approaches were approved of by at least half the respondents, but some approaches received much higher support than others (Figure ES1).

The approach with the highest support is ‘improving efficiency’, by joining up services, reducing duplications and getting better value in procurement. Of 1,271 respondents who expressed a view, 95% agree and 5% disagree with this approach.

The proposed approaches with lowest support are ‘reducing the need for direct services’ (65% agree / 35% disagree) and ‘redesigning, reducing or stopping services’ to fund the highest priorities (51% agree / 49% disagree).

Figure ES1: Proportion of respondents who agree with each of the six approaches



Views on each money saving / income generation approach were compared for people in areas of high and low deprivation to check for any significant differences in support.

Although views vary for different deprivation deciles, there are no strong trends which indicate people in more deprived areas show a strong preference for different approaches compared to respondents in less deprived areas. This is described further in Section 4.2.

347 respondents provided free text comments on the six money saving approaches. These are summarised in Section 4.3. 142 respondents suggested other ways to save money or generate income (Section 4.4).

⁶ The budget consultation referred to budget gap of £23.1 million; the forecast figure in November 2021. The annual determination of funding to local government has revised the budget gap to £19.5m in 2022/23.

ES4.3 Level of Council Tax increase and Social Care Precept in 2022/23

Core Council Tax

Of the 1,304 people who responded to the consultation, a majority (842 respondents; 65%), favour an increase in core Council Tax to support general services in 2022/23. Of these:

- 582 (45%) favour a 2% increase in core Council Tax;
- 260 (20%) would prefer a 1% increase;
- 444 (34%) respondents would prefer ‘no increase to Council Tax’ in 2022/23;
- 18 (1%) did not give a view on Council Tax.

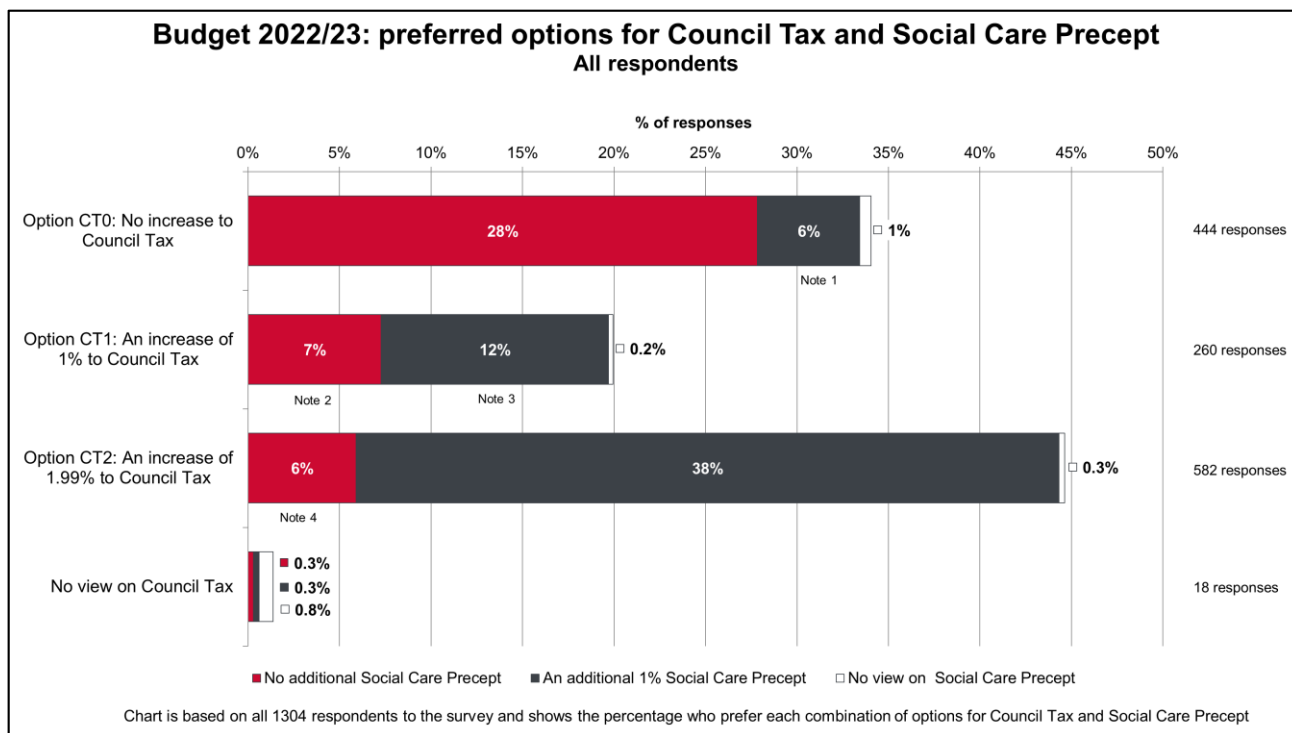
Social Care Precept

Of the 1,304 people who responded to the consultation, a majority (740 respondents; 57%), favour an additional 1% Social Care Precept (on top of core Council Tax) to support the delivery of social care in 2022/23.

- 539 (41%) respondents would prefer no increase to Social Care Precept in 2022/23.
- 25 (2%) did not give a view on Social Care Precept.

Figure ES2 shows the proportions of the 1,304 respondents who prefer each combination of Council Tax increase (0%, 1% or 2%) and Social Care Precept (0% or 1%)⁷.

Figure ES2: preferred options for Council Tax and Social Care Precept



⁷ In Figure ES2, each bar shows the percentage of respondents who would like each Council Tax option, 0%, 1% or 2%. The fourth bar shows respondents who did not give their views on Council Tax, some of whom did give their views on Social Care Precept. Each bar is subdivided into the percentage who opted for each Social Care Precept option; red for 0% Social Care Precept, grey for 1% and white for no view on Social Care Precept.

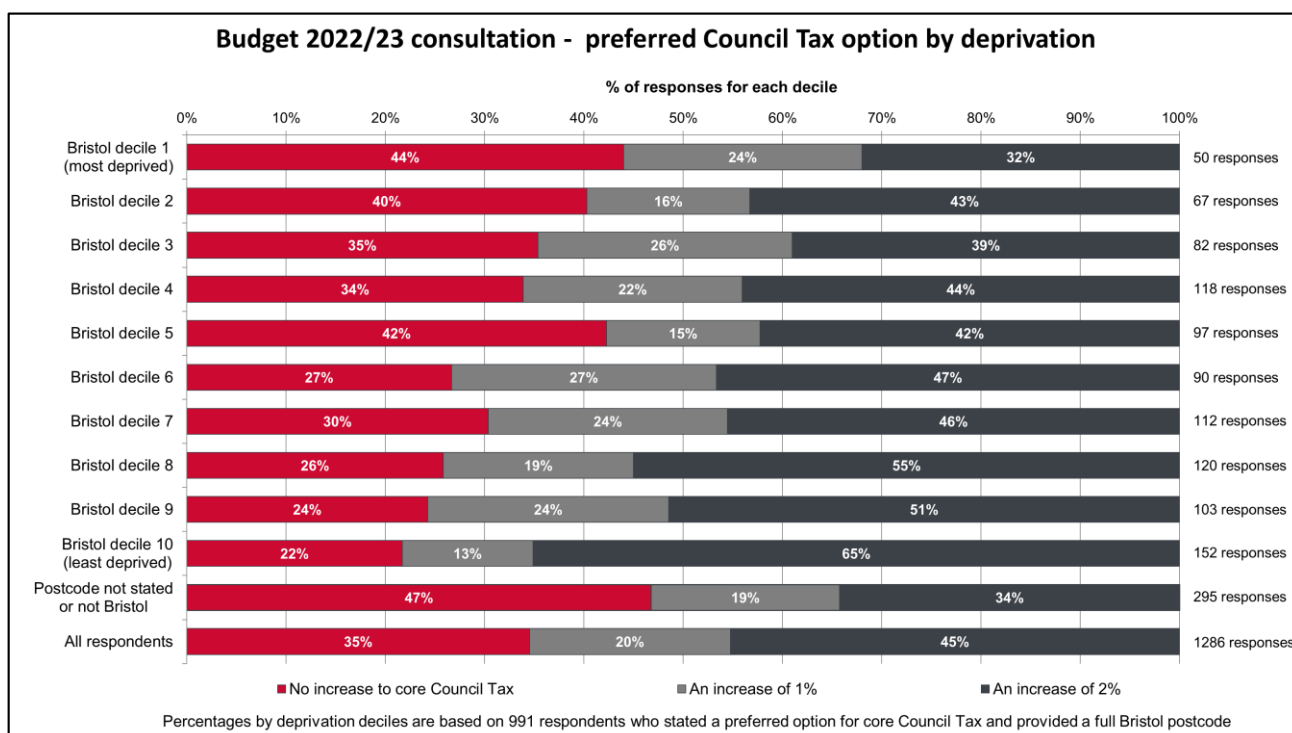
Figure ES2 shows the following.

- The option with highest support (38% of 1,304 respondents) is a 2% increase in core Council Tax and a 1% Social Care Precept. This is the maximum increase possible.
- The second most popular option (28% of 1,304 respondents) is 0% increase in core Council Tax and 0% Social Care Precept.
- For respondents who favour a 1% increase overall, 6% would like this as 1% Social Care Precept with no core Council Tax increase (see Note 1 on Figure ES2). This is a similar number to the 7% who would prefer a 1% increase in core Council Tax with no Social Care Precept (Note 2 on Figure ES2).
- For respondents who favour a 2% increase overall, 12% would prefer to share this as 1% increase in core Council Tax and 1% Social Care Precept (Note 3). This compares to 6% who want 2% on core Council Tax and 0% Social Care Precept (Note 4).

ES4.4 Differences in views on the level of Council Tax in areas of high and low deprivation

Views on the preferred level of core Council Tax increase (0%, 1% or 2%) were compared for respondents in areas with different levels of deprivation (Figure ES3). Figure ES3 also shows the views of people who did not provide a postcode or gave a non-Bristol postcode, and the aggregate views of all respondents.

Figure ES3: Preference in each deprivation decile for the core Council Tax options



Preference for higher levels of core Council Tax tends to increase with reducing deprivation.

Support for **no increase** in core Council Tax is highest among respondents in the most deprived 10% of Bristol (decile 1), with 44% of respondents favouring no increase and 24% preferring a 1% increase. Support for no increase in Council Tax reduces to 22% in decile 10 (least deprived 10%).

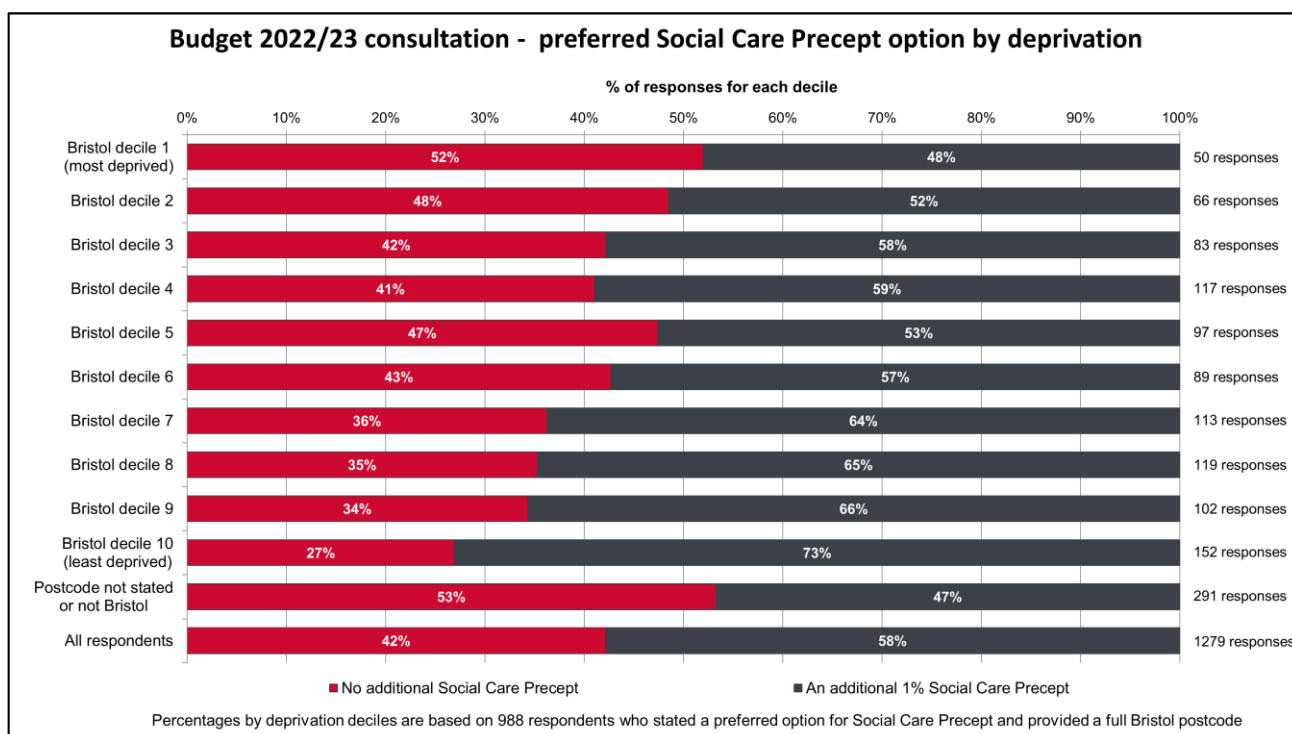
Support for the maximum **2% increase** is lowest (32%) in the most deprived 10% of Bristol (decile 1) and is highest (65%) in the least deprived decile 10. Support for a 2% increase exceeds 50% in deciles 8, 9 and 10.

Respondents who did not provide a postcode or gave a non-Bristol postcode were the least in favour of paying more core Council Tax. 47% in this group favour no increase and only 34% support a 2% increase – this is similar to decile 1 (most deprived 10% of Bristol).

ES4.5 Views on the level of Social Care Precept in areas of high and low deprivation

Views on the preferred level of Social Care Precept (0% or 1%) were also compared for respondents in areas with different levels of deprivation (Figure ES4).

Figure ES4: Preference in each deprivation decile for the Social Care Precept options



As with core Council Tax, support for a Social Care Precept follows an inverse trend with deprivation.

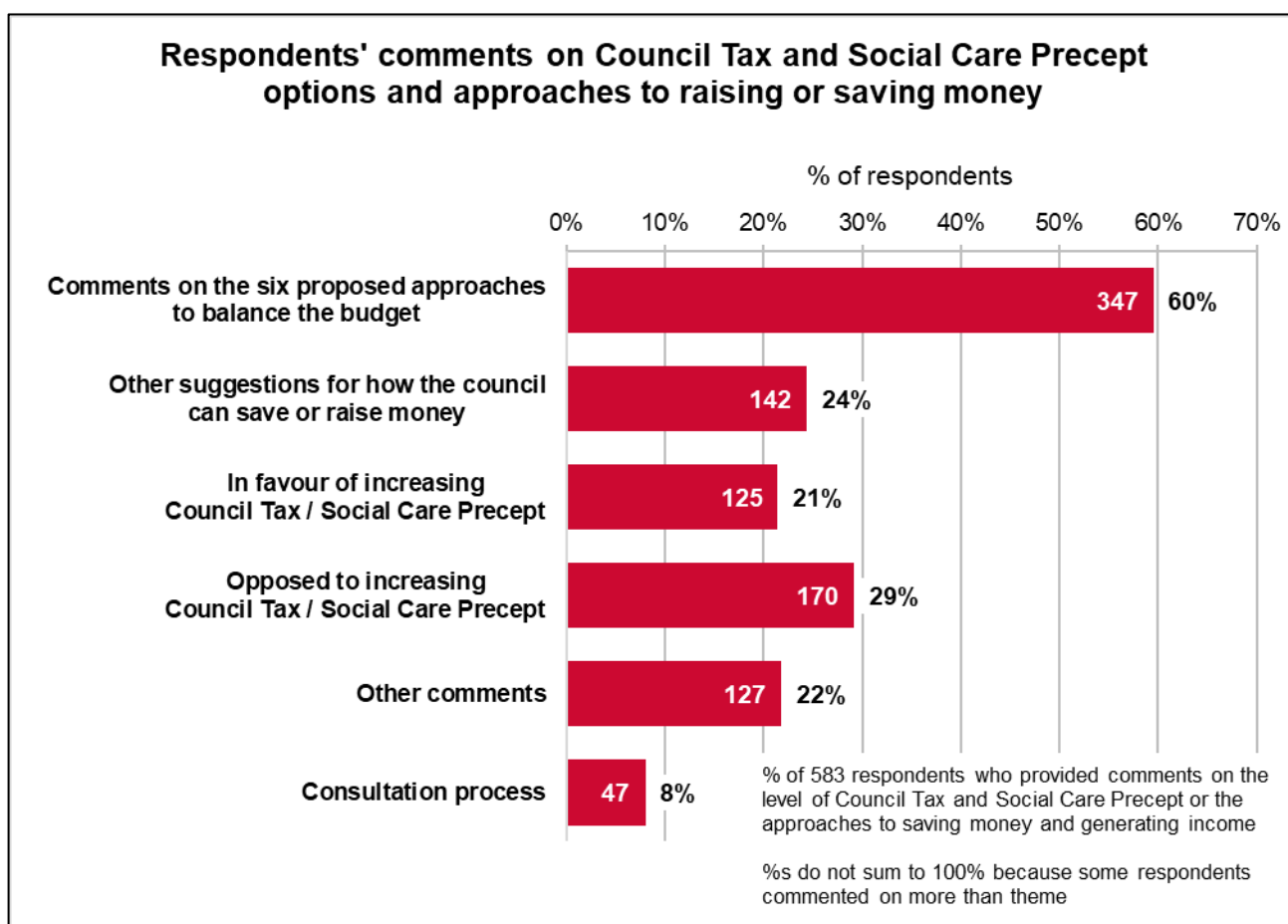
Support for no Social Care Precept ranges from 52% in decile 1 (most deprived) to 27% in decile 10 (least deprived). Correspondingly, support for 1% Social Care Precept increases from 48% in decile 1 to 73% in decile 10 and exceeds 50% in all deciles from 2 to 10.

Respondents who did not provide a postcode or gave a non-Bristol postcode were the least in favour of paying a Social Care Precept. 53% in this group prefer no Social Care Precept and only 47% support a 1% Social Care Precept - similar to decile 1 (most deprived).

ES4.6 Free text comments on the budget proposals

583 (45%) of the survey respondents provided free text responses which explained their views on the six savings / income generation approaches, their preference for the level of Council Tax and Social Care Precept, and their suggestions for other ways the council could save money or generate more income. All the comments were categorised into themes (Figure ES5).

Figure ES5: Overview of free text comments about the budget



- 347 (60% of 583 respondents) provided comments on one or more of the six proposed approaches to reducing the budget gap. A breakdown is provided in section 4.3.
- 142 (24%) suggested other ways the council could save or raise money (section 4.4).
- 125 (21%) said why they support an increase in Council Tax and/or Social Care Precept (section 5.4.1)
- 170 (29%) said why they oppose an increase in Council Tax and/or Social Care Precept (section 5.4.2).
- 127 (22%) provided other comments or suggestions (section 5.4.3).
- 47 (8%) provided comments about the consultation process (section 5.4.3).

The total number of comments exceeds 583 because some respondents addressed several themes.

1 Introduction

1.1 The council's budget

Bristol City Council spends around £1 billion each year providing a range of services to the people of Bristol. The money the council has available to spend on delivering day-to-day services to citizens is called the revenue budget. In 2021/22, more than a third of this budget is raised locally through Council Tax (£236 million; 23%) and Business Rates (£134 million; 13%). The remaining 64% (£669 million) funding comes from grants from the government (e.g. schools funding) and other income such as fees and charges we make for some of the services we provide.

On 15 February 2022, Full Council will set the council's budget for the 2022/23 financial year. The budget sets out how much money the council will be able to spend on each service area and what the priorities are. As part of the budget, Full Council will decide on the level of Council Tax and Social Care Precept⁸ for 2022/23. This year, these decisions will be made in the context of acute financial pressures due to increasing costs and ongoing impacts of the COVID-19 pandemic.

1.2 Funding pressures and uncertainty

Councils are facing unprecedented financial pressures because more money is needed to support citizens and businesses with the lasting impacts of the COVID-19 pandemic and to help more people than ever with mental health and social care services. In Bristol, we also need to help provide for the needs of a growing and ageing population.

At the same time, the pandemic caused the council to receive less income from business rates, commercial rentals, parking, sports facilities, and our museums, shops and cafes. The UK Government has provided no indication of ongoing general local COVID-19 response funding for 2022/23 and beyond.

The council is able to increase Council Tax by up to 2%⁹ to help fund general services in 2022/23, without a local referendum. This would raise an additional £4.7 million. A Social Care Precept of up to 1% can be added to support the delivery of adult social care. This would raise £2.4 million and is in addition to the permitted increase of up to 2% in core Council Tax for general services. These limits are set by government¹⁰. There was not enough time to hold a local referendum on increases above these limits before Full Council decides on its 2022/23 budget in February 2022.

⁸ Social Care Precept is a levy on top of core Council Tax, which is dedicated to help pay for adult social care.

⁹ Where we refer to a 2% increase in Council Tax, we are using 2% as shorthand for an increase of 1.99%.

¹⁰ The limits of a 2% increase in Council Tax and 1% for Social Care Precept were announced in the government's [Autumn Budget and Spending Review 2021](#) on 27 October 2021.

If we increase Council Tax by 2% and levy a Social Care Precept of 1% next year, we estimate there would remain a potential funding gap in the region of £19.5million¹¹ in the council's core budget in 2022/23¹². If we do not increase Council Tax or levy a Social Care Precept, the funding gap would be greater than £19.5 million. With such a significant challenge the budget cannot be balanced without additional funding, making greater efficiencies (doing the same for less money) or by transforming the way we do things.

1.3 Budget 2022/23 consultation

1.3.1 Overview

The Budget 2022/23 consultation took place between 5 November and 17 December 2021 and sought views from the public (including businesses and organisations which represent non-domestic rate payers¹³) on the following:

- six approaches the council might take to save money, work more efficiently and generate income to help bridge the forecast funding gap¹⁴ in 2022/23. These are described in Section 1.3.2;
- options for the level of Council Tax they would prefer in 2022/23. Options were no increase, a 1% increase or a 2% increase, each of which would have different implications for the amount of money the council could spend on general council services;
- options for the level of Social Care Precept they would prefer in 2022/23 to support the delivery of adult social care, in addition to the Council Tax for general services. Options were no Social Care Precept or a 1% Social Care Precept

1.3.2 Proposed approaches to save money and generate more income

The Budget 2022/23 consultation described six approaches the council might use to save money, work more efficiently and generate income to help balance the budget in 2022/23. Respondents were asked if they agree or disagree with each of the approaches. The six approaches are summarised below and can be read in full in the online [consultation survey](#).

¹¹ The budget consultation referred to a forecast budget gap of £23.1 million, which was the best estimate in November 2021. The annual determination of funding to local government has revised the budget gap from £23.1m to £19.5m for 2022/23.

¹² Source: Medium Term Financial Plan 2022/23 - 2026/27, Bristol City Council

¹³ The council has a statutory duty to consult each year with representatives of non-domestic rate payers about the authority's proposals for expenditure in the forthcoming year. The activities undertaken to consult representatives of non-domestic rate payers are described in section 2.2.4

¹⁴ The budget consultation referred to budget gap of £23.1 million; the estimate current in November 2021.

Proposed approaches to save money and generate more income

- **Property and Capital Investment** - how we get the best use of our assets, reduce our office accommodation and find new ways to share building space with partners and/or community groups. This may include increasing rents, prioritising preventive maintenance and reducing carbon emissions from our estate.
- **Be more business-like and secure more external resources** – this could involve charging clients, partners or citizens for goods or services at market rates and reducing subsidies by other taxpayers. We may seek more grants and external funding for services and activities, and collect debts ethically and more effectively.
- **Improve efficiency** - by joining up services, removing unnecessary duplication, doing things once and buying our goods and services to make sure we get great value from our suppliers.
- **Digital transformation** - making more use of digital technology to help remove or reduce costs, whilst improving outcomes by targeting services to those who need them and addressing digital exclusion (those who can't access digital services or find using them difficult or unaffordable).
- **Reducing the need for direct services** - working to develop and enable other organisations, communities, and individuals to take things on, where possible doing less directly ourselves. Working to build resilience and intervening early to support independence and prevent problems escalating in people's lives.
- **Redesigning, reducing, or stopping services** - different ways we can deliver services whilst saving costs, such as merging, redesigning, or allowing others to deliver services on our behalf. Where necessary, stopping, reducing, changing, or pausing services to make savings, without there necessarily being any replacement for them, based on the need to fund our highest priorities.

The Budget 2022/23 consultation did not include specific savings proposals. We may need to consult on more detailed saving proposals before we make any final decisions about them in future.

1.4 Scope of this report

This consultation report describes the consultation methodology and the feedback received, which will be considered by Cabinet and Full Council before decisions on the 2022/23 budget are made by Full Council in February 2022.

Chapter 2 of this report describes the Budget 2022/23 consultation methodology. The consultation information and questions are summarised in section 2.1.1 and the full [consultation survey](#) can be viewed online.

Chapters 3 to 5 present the Budget 2022/23 consultation survey results:

- Chapter 3 presents the survey response rate and respondent characteristics;
- Chapter 4 summarises respondents' views on the six proposed approaches to save money, work more efficiently and generate income to help bridge the forecast budget gap in 2022/23;
- Chapter 5 describes the survey feedback on the level of Council Tax and Social Care Precept;

Chapter 6 describes feedback received in other correspondence (emails and letters).

Chapter 7 describes how this report will be used and how to keep updated on the decision-making process.

2 Methodology

2.1 Survey

2.1.1 Online survey

The Budget 2022/23 consultation survey was available on the council's Consultation and Engagement Hub (bristol.gov.uk/consultationhub) between 5 November and 17 December 2021. Downloadable print and Easy Read formats were also available on the Consultation and Engagement Hub.

Survey information

The survey contained the following information as context for the survey questions.

- Details of the council's revenue budget (the money available to spend on delivering day-to-day services). This included an overview of where the money comes from, a breakdown of how Council Tax revenue is spent (based on 2021/22 expenditure) and details of three other budgets (the Dedicated Schools Grant, the public health budget, and the Housing Revenue Account), which the council must keep separate from its main day-to-day spending.
- Details of the forecast budget shortfall of £23.1 million¹⁵ in 2022/23 due to increasing costs, reducing UK Government funding and due to loss of other council income during the COVID-19 pandemic.
- Details of the assistance the council is providing to low-income households in meeting their Council Tax bills and the assistance the council is providing to households experiencing hardship as a result of COVID-19.
- An outline of the council's capital investment programme in 2022/23.
- An explanation of council reserves.
- A description of the six approaches to reduce costs and increase income which the council proposes to bridge the budget gap.
- Forecasts of how much additional revenue would be raised in 2022/23 by each of the proposed core Council Tax options (increases of 0%, 1% or 2%) and each of the options for the level of Social Care Precept (0% or 1%).
- Details of how much the funding gap would be if Council Tax is not increased and Social Care Precept is not levied.
- The weekly and annual cost increases that would be payable by households in each Council Tax band for each Council Tax option and Social Care Precept option.

¹⁵ The budget consultation referred to budget gap of £23.1 million; the estimate current in November 2021. The annual determination of funding to local government has revised the budget gap from £23.1m to £19.5m for 2022/23.

Survey questions

The survey questions sought respondents' views on the following.

- The six approaches the council proposes to save money, work more efficiently and generate income to help bridge the forecast funding gap¹⁶ in 2022/2023.
- The level of core Council Tax to support the delivery of general council services in 2022/23, with options of no increase, a 1% increase or a 2% increase.
- The level of Social Care Precept in addition to the increase in core Council Tax, with options of no precept or a 1% precept.
- Respondents' reasons for their views on the six savings/income generation approaches, their preferred level of Council Tax and the level of Social Care Precept, and any other suggestions they have for how the council could save money or generate income.

The 'About you' section requested information which helps the council to check if the responses are representative of people across the city who may have different needs.

- Respondents' postcode – this identifies if any parts of the city are under-represented in responding to the consultation and it can show if people from more deprived areas of the city have different views compared to people living in less deprived areas.
- Equalities monitoring information – this enables the council to check if people with specific protected characteristics under the Equality Act 2010 are under-represented in the responses.
- Other information about respondents; for example, whether they are a councillor, a council employee, or represent a local business.
- How respondents found out about the consultation – to help the council publicise future consultations effectively.

Respondents could choose to answer some or all questions in any order and save and return to the survey later.

2.1.2 Alternative formats

The consultation was available in Easy Read format on the Consultation and Engagement Hub. Paper copies and alternative formats (Easy Read, braille, large print, audio, British Sign Language (BSL) and translation to other languages) were available on request.

2.1.3 Other correspondence

Two emails and one letter (received via email) were received in response to the consultation. These are reported separately to the survey responses in Chapter 6.

¹⁶ The budget consultation referred to budget gap of £23.1 million; the estimate current in November 2021. The annual determination of funding to local government has revised the budget gap to £19.5m in 2022/23.

2.2 Publicity and briefings

2.2.1 Objective

The following programme of activity was carried out to publicise and explain the Budget 2022/23 consultation. The primary objective was to engage residents, communities, stakeholders, businesses and representatives of non-domestic ratepayers across the city in decisions on the level of Council Tax and Social Care Precept and other ways the council proposes to bridge the forecast budget gap.

To achieve this, information was shared across a wide range of channels, reaching as broad a range of audiences as possible to maximise response rates. Areas of the city that tend to respond to surveys in low numbers were targeted part way through the consultation.

2.2.2 Bristol City Council channels

Online and paper versions of the consultation document were shared via the following council and partner channels and networks:

- BCC weekly business e-newsletter - at launch and with a week to go - 2,450 recipients
- Ask Bristol e-bulletin – 5,167 recipients
- COVID citizen e-newsletter – at launch and again with a week to go – 46,913 recipients
- MPs (via email)
- Emails to 4,771 users of the online Council Tax account system sent on 19 November, with follow-up emails to those who had not yet responded sent on 9 and 16 December
- Communications through the One City Economy Board
- Headteachers' newsletter bulletin
- Paper copies in libraries

2.2.3 Internal communications

Messages announcing the launch of the public consultation were sent to the following internal stakeholders:

- Cabinet
- Directors, managers, managers of offline staff
- Party group leaders
- Elected councillors who were provided with a digital engagement pack, which included assets for social media and newsletter content, to share with their contacts.
- Chairs of scrutiny committees
- Chair of HR committee
- Medium Term Financial Plan (MTFP) member task and finish group
- Trade unions (with an in-person briefing)
- Staff-led groups, and all staff
- Youth Council and Youth Mayors
- Mayoral Commissions (Women's, Race, Disability, History)
- Wholly owned companies (Bristol Holding Company, Bristol Waste, Goram Homes).

Staff and elected members were asked to promote the public consultation.

There were reminders throughout November and December through our blogs and bulletins.

2.2.4 Bristol City Council Partners, Businesses and Voluntary Sector Organisations

The council has a statutory duty to consult each year with representatives of non-domestic rate payers about the authority's proposals for expenditure in the forthcoming year.

Details of the consultation were shared at the launch and with two weeks to go with representatives of business organisations (including Business West, local Business Improvement Districts, and the Federation of Small Businesses), LGA, voluntary sector organisations, public sector/city stakeholders, local health partners, equalities groups and community groups with a request for information to be circulated through their networks.

2.2.5 Media engagement

Press releases were distributed to media contacts and local community newsletters on 2 November and 3 December 2021 outlining the consultation. This resulted in coverage in local community newsletters such as the Voice magazines, plus a Bristol Cable Podcast interview with Cllr Cheney.

2.2.6 Social Media – posts, outreach and advertising

Regular posts on Bristol City Council's social media channels (Twitter, Facebook, Next Door, LinkedIn and Instagram) were made for the duration of the consultation. These organic posts had a potential reach of 2.2 million people resulting in 834 survey link clicks¹⁷.

Marvin Rees recorded a short video encouraging people to complete the survey, this was included in posts on social media.

Paid for Facebook advertising was also employed. Initially an ad was run to encourage responses from all parts of Bristol. Three weeks before the consultation closed, a new ad was created to engage targeted areas of the city where response was low. A week before the consultation closed these targeted areas were reviewed and a new ad was created.

Social media accounted for the following number of responses¹⁸:

- Facebook 10% (128 respondents)
- Twitter 3% (37 respondents)
- Next Door 1.7% (22 respondents)
- Instagram 0.8% (10 respondents).

2.2.7 Radio

Councillor Cheney did an interview with BCFM radio two weeks before the consultation closing date, to encourage people to complete the survey.

¹⁷ The reach figures For Twitter are estimates because Twitter does not report these data.

¹⁸ Based on responses to the survey question 'How did you hear about this consultation?'

3 Survey response rate and respondent characteristics

3.1 Response rate to the survey

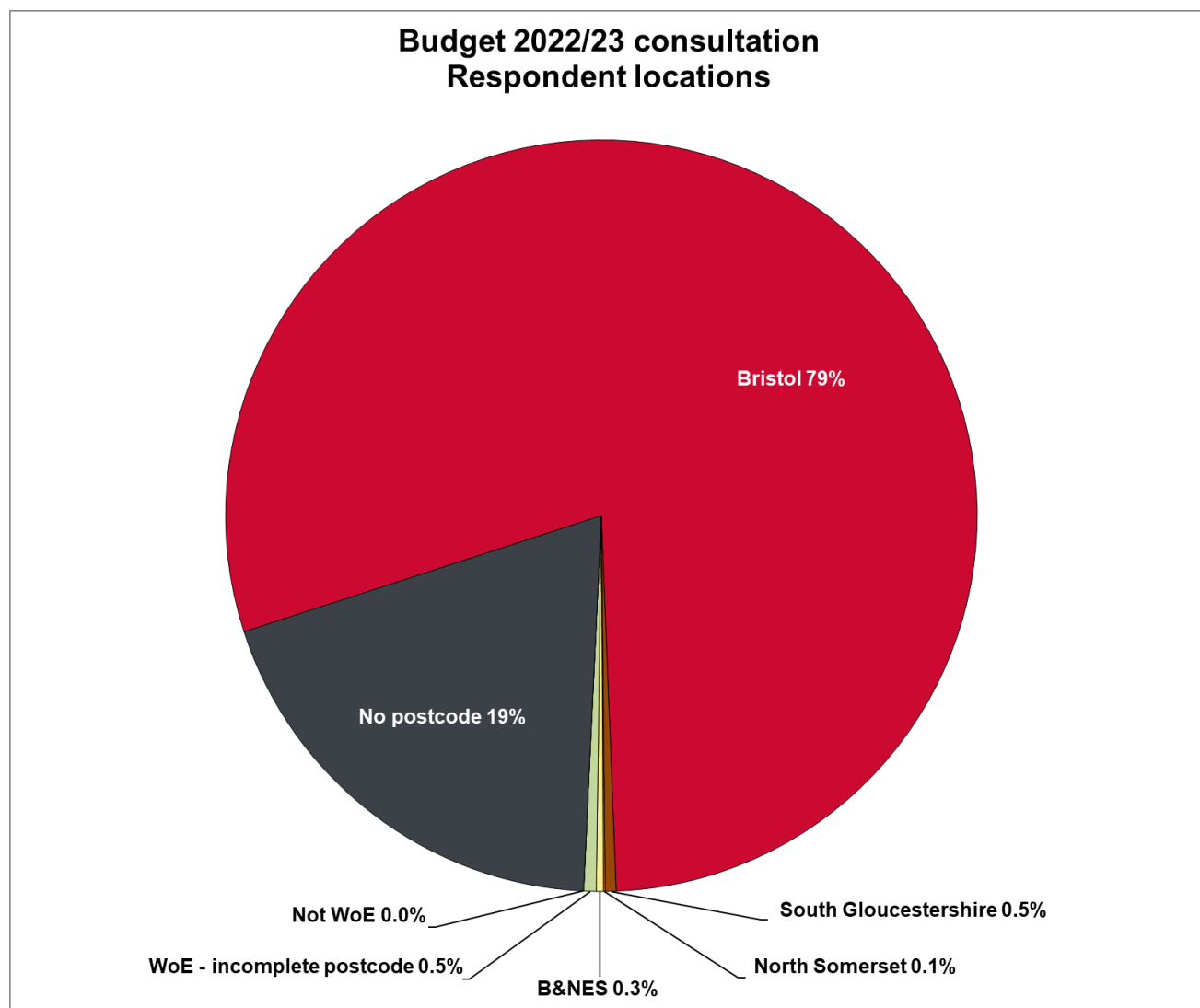
The Budget 2022/23 consultation survey received 1,304 responses, of which 1,290 (99%) were completed online and 14 (1%) were paper surveys.

3.2 Geographic distribution of responses

1,035 responses (79%) were received from postcodes within the Bristol City Council area, Six (0.5%) responses were from South Gloucestershire, four (0.3%) were from Bath & North East Somerset (B&NES), and one (0.1%) was from North Somerset. A further seven (0.5%) were from unspecified locations within the four West of England authorities¹⁹ (Figure 1).

251 (19%) did not provide a postcode.

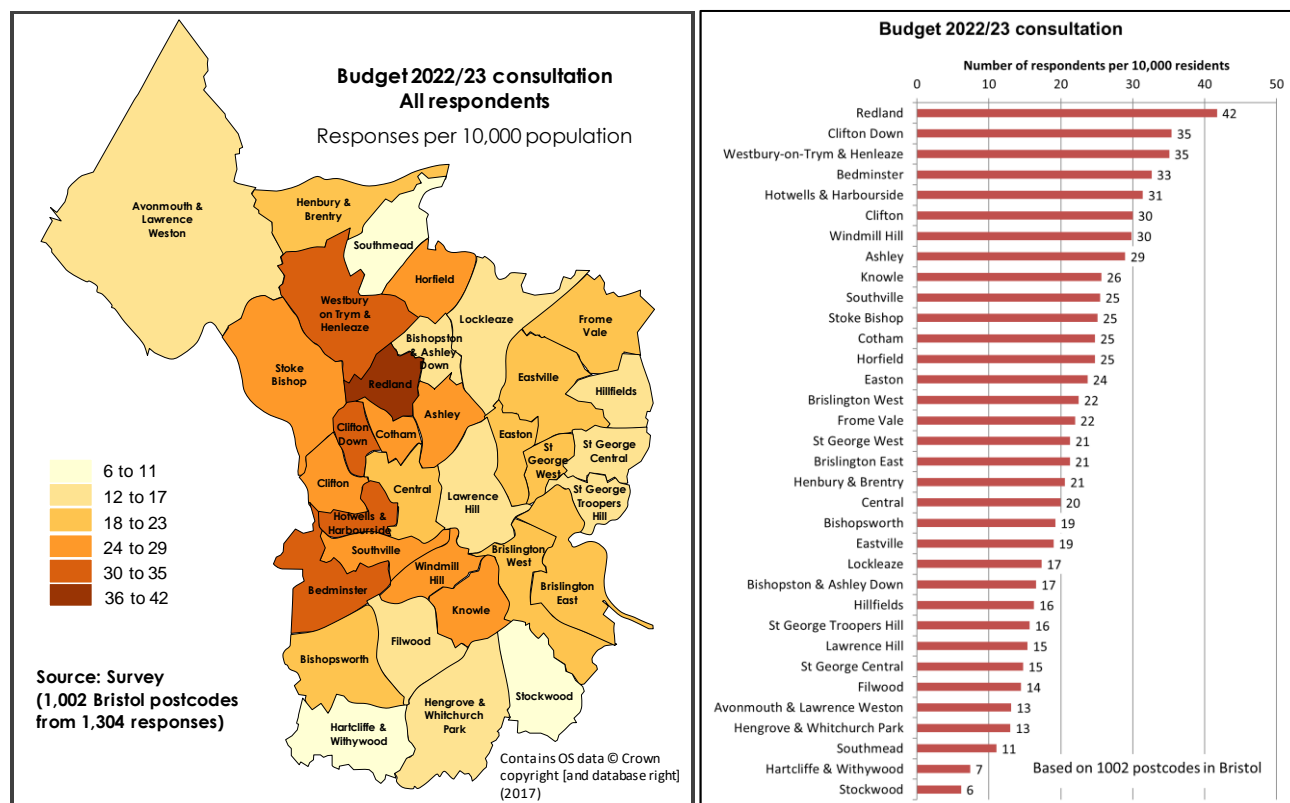
Figure 1: Geographic distribution of responses



¹⁹ Incomplete postcodes identified the home location as within the WOE authorities area (Bristol, B&NES, North Somerset and South Gloucestershire), but not which authority.

Of the 1,035 responses from within the Bristol City Council area, 1,002 provided full or partial postcodes from which the ward of origin could be identified²⁰ (Figure 2).

Figure 2: Geographic distribution of responses in Bristol



3.3 Response rate from areas of high and low deprivation

The home location of respondents in Bristol was compared with nationally published information on levels of deprivation across the city²¹ to review if the responses received include a cross-section of people living in more deprived and less deprived areas. This helps the council to know if the views of citizens in more deprived areas differ from people living in less deprived areas.

The comparison looked at levels of deprivation in 10 bands (known as ‘deciles’) from decile 1 (most deprived) to decile 10 (least deprived). Figure 3 compares the percentage of Bristol respondents²² living in each of the deprivation deciles (red bars) to the percentage of all Bristol citizens who live in each decile (grey bars).

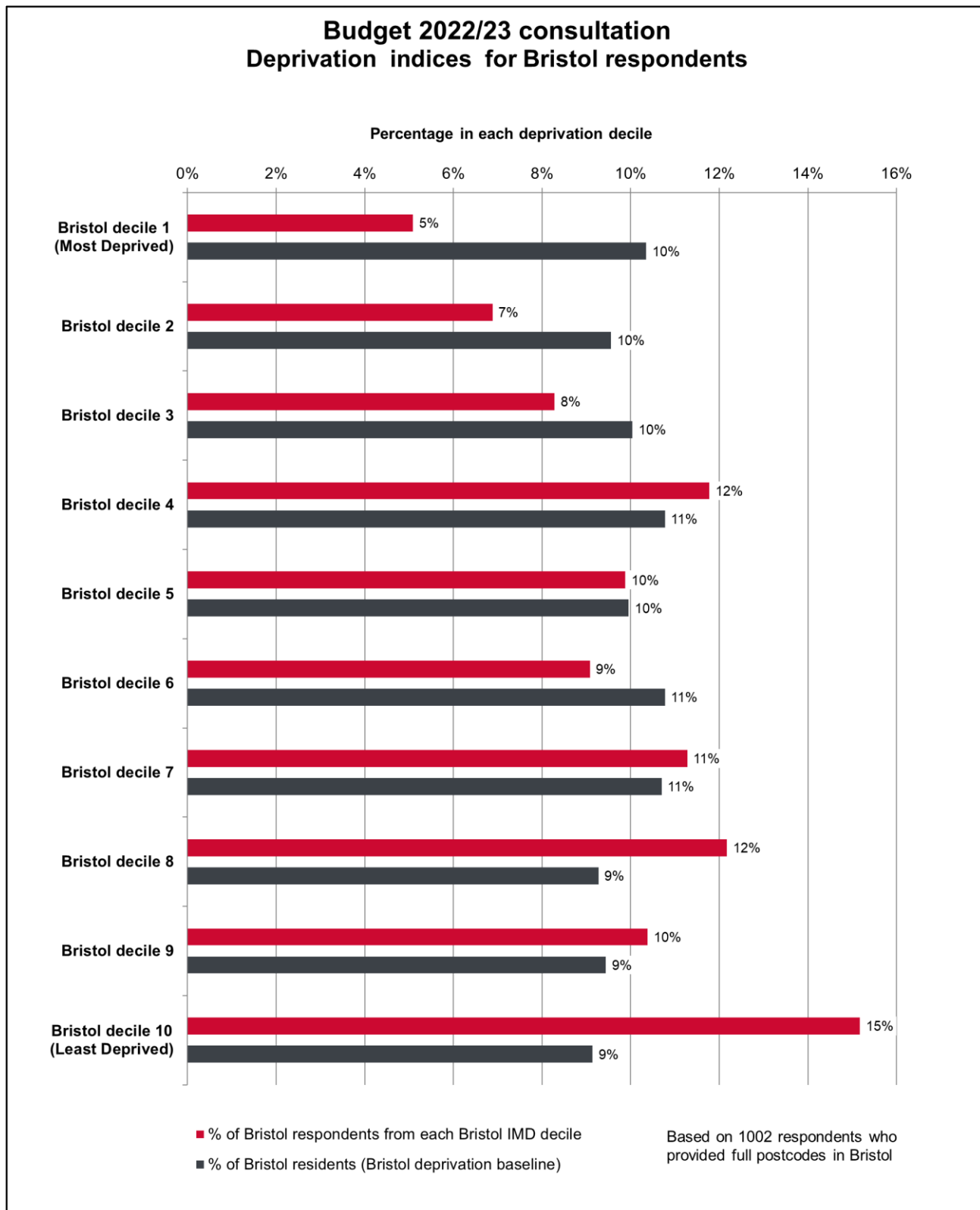
²⁰ The other 33 responses included incomplete postcodes which are within Bristol but do not include enough information to identify a specific ward.

²¹ The Office for National Statistics (ONS) publishes information about deprivation for 32,844 small areas - known as ‘Lower Super Output Areas’ (LSOAs) - throughout England. For each LSOA, a measure of deprivation is published called ‘Indices of Multiple Deprivation’ (IMD), which takes account of 37 aspects of each area that cover income, employment, education, health, crime, barriers to housing and services, and living environment. The postcodes provided by respondents enabled each to be matched to one of the 263 Lower Super Output Areas in the Bristol City Council area and thus to one of the deprivation deciles. Note: postcodes provide approximate locations; they are not used to identify individuals or specific addresses.

²² Based on 1,002 respondents who provided full postcodes in the Bristol administrative area from which deprivation decile can be identified.

Figure 3 shows there was under-representation of responses from the most deprived 30% of the city (deciles 1, 2 and 3) and response rates from the least deprived 30% of the city (deciles 8, 9 and 10) were over-represented. Decile 6 is also under-represented. Responses from deciles 4, 5 and 7 broadly match the proportion of Bristol citizens living in these deciles.

Figure 3: Comparison of response rate from areas of high and low deprivation



(Percentages in Figure 3 are given to the nearest integer. The length of bars in the chart reflects the unrounded percentage; hence bars shown as 10% may be slightly different in length.)

3.4 Characteristics of respondents

1,255 (96%) people answered one or more of the equalities monitoring questions.

Respondent characteristics are summarised below. The charts compare:

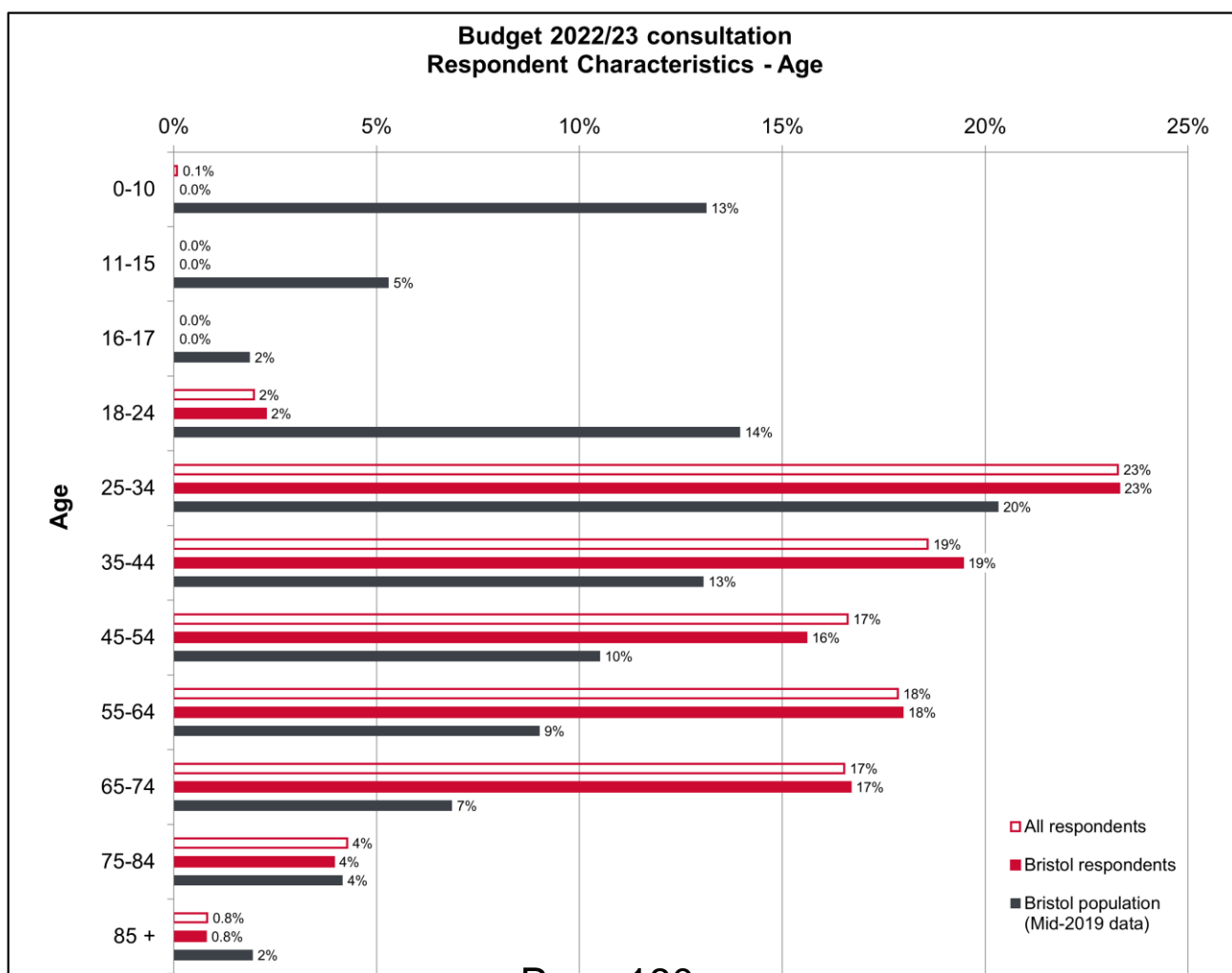
- characteristics for all respondents who answered the equalities questions;
- characteristics of respondents who provided a Bristol postcode;
- characteristics of Bristol’s citizens for five protected characteristics (age, sex, disability, ethnicity and religion/faith) for which population data are available from the 2011 Census and subsequent updates.

Note that many of the respondents who did not provide postcodes may also live in the Bristol administrative area, but are not included in figures for ‘Bristol respondents’

Age

The highest number of responses were from respondents aged 25-34 years (23%), followed by 35-44 (19%). All age groups between 25 and 74 responded in higher proportions than these ages in the population. Survey responses from children (under 18), young people aged 18-24 and people aged 85 and older were under-represented. In each age category, the proportions of ‘all respondents’ and ‘Bristol respondents’ were very similar.

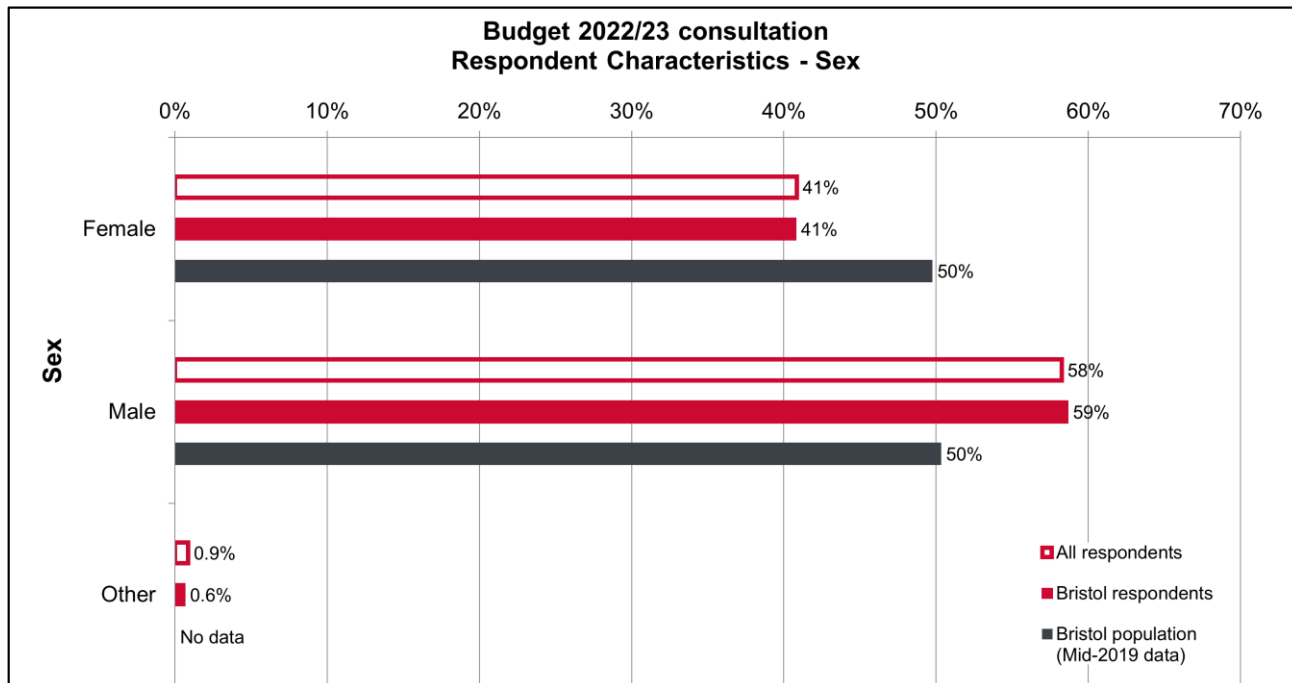
Figure 4: Age of respondents



Sex

41% of all responses were from women and 58% were from men. 0.9% were from people who identified as ‘other’. These percentages exclude the 9% of respondents (7% of Bristol respondents) who answered ‘prefer not to say’)

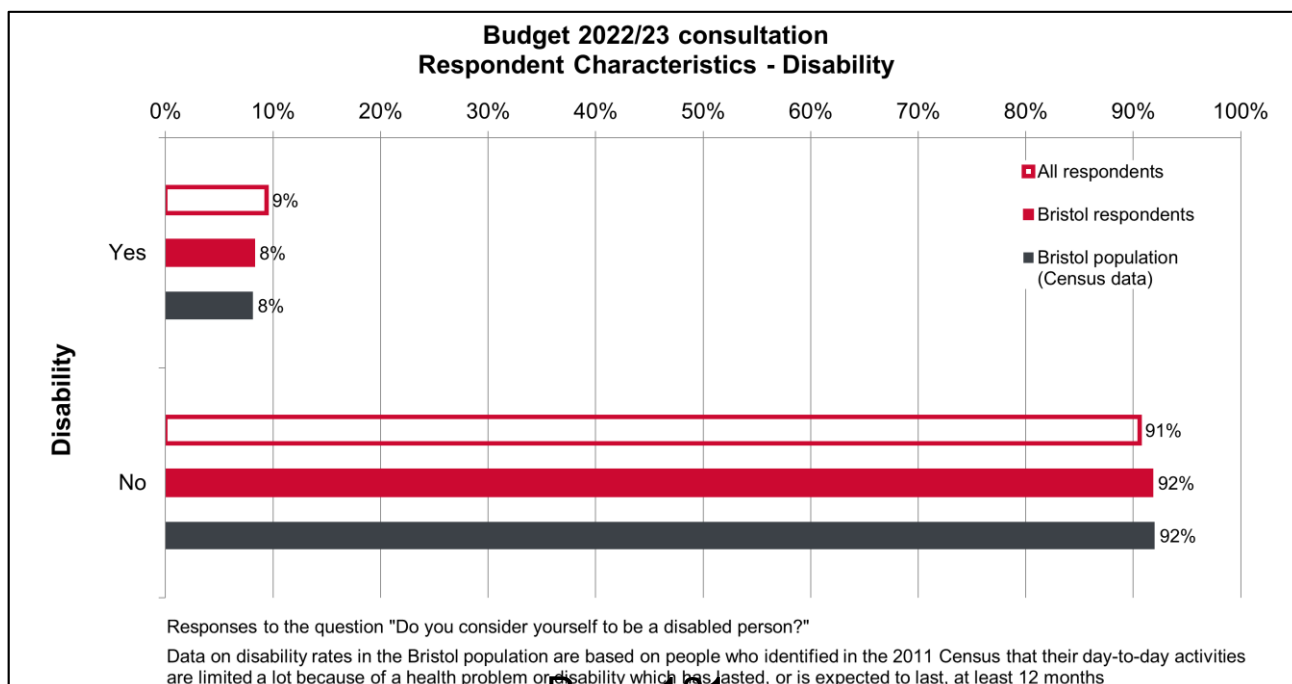
Figure 5: Sex of respondents



Disability

The proportion of disabled respondents (9% of all respondents; 8% of Bristol respondents) is similar to the proportion of disabled people living in Bristol. These percentages exclude the 7% of respondents (5% of Bristol respondents) who answered ‘prefer not to say’)

Figure 6: Disability



Ethnicity

The response rate from White British respondents (77%) and White Other respondents (13%) is higher than the proportion of these citizens in the Bristol population.

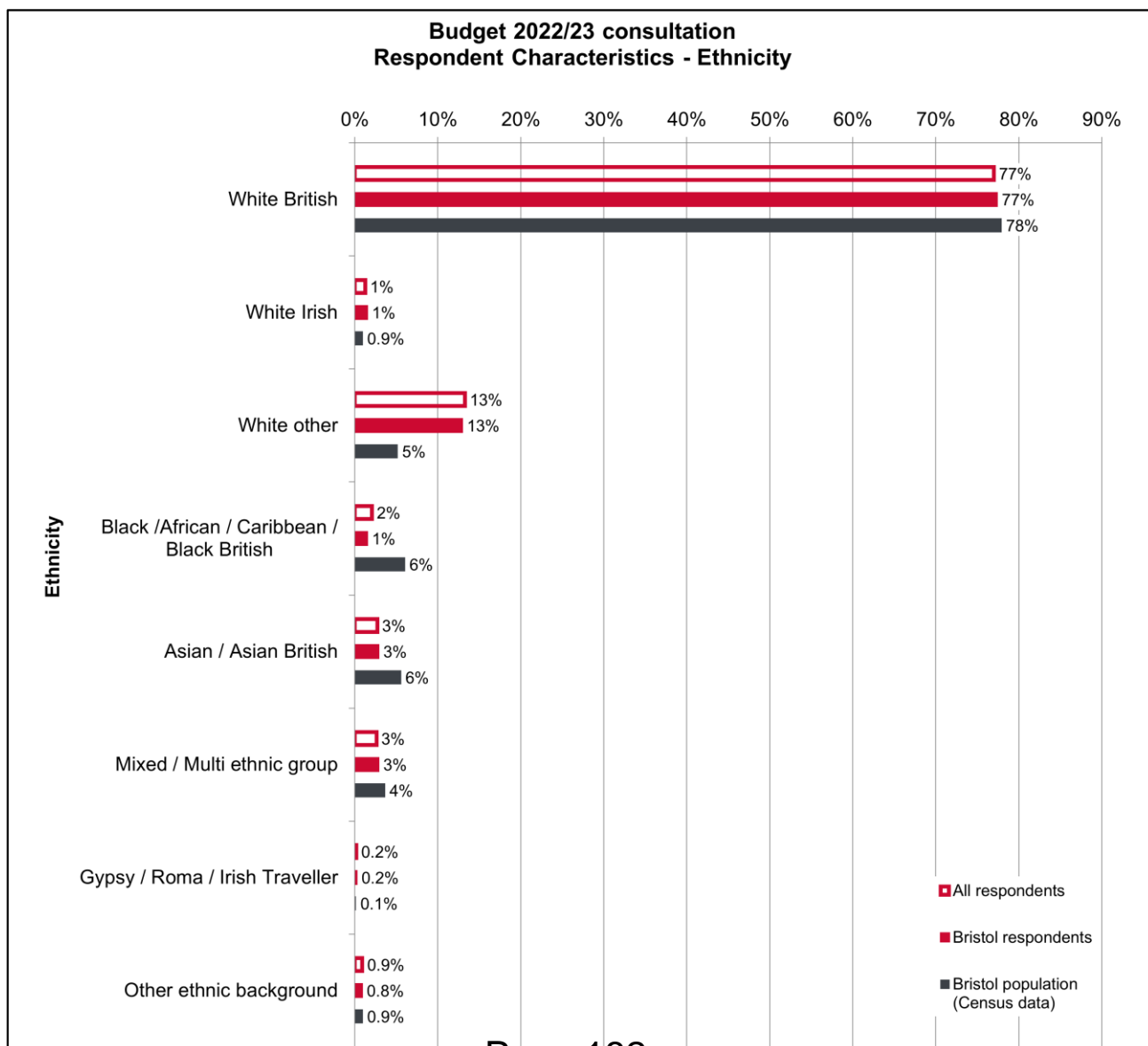
The proportion of White Irish (1%), Gypsy / Roma / Traveller people (0.2%) and people of ‘other ethnic background’ matches the proportion of these citizens in the Bristol population.

Black/African/Caribbean/Black British citizens, Asian/Asian British and mixed/multi-ethnic citizens were under-represented in the response rates compared to the proportion of people in each of these ethnic groups living in Bristol.

These percentages exclude the 10% of respondents (8% of Bristol respondents) who answered ‘prefer not to say’

Proportions of each ethnicity for all respondents closely matches respondents who provided a Bristol postcode, with the exception of Black/African/Caribbean/Black British citizens.

Figure 7: Ethnicity of respondents



Religion/Faith

People with no religion (63% of respondents) responded in higher proportion than people of no religion in Bristol’s population (41%). Buddhists (1.5%) and people with ‘Other faith’ (2%) also responded in greater numbers than the proportions of these faiths in Bristol.

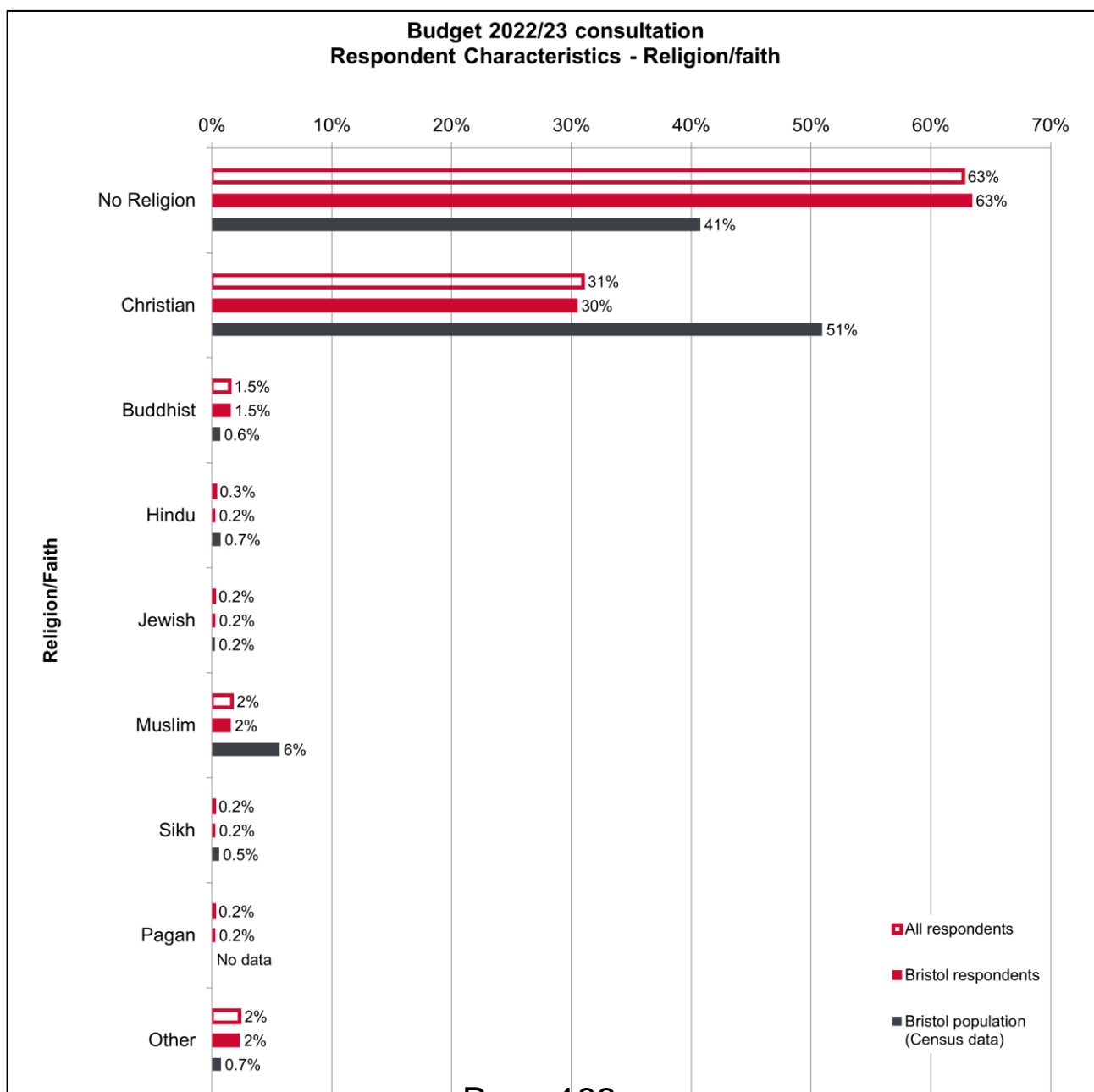
The proportion of Jewish respondents (0.2%) matches the Bristol population.

Christians (31%), Muslims (2%), Hindus (0.3%) and Sikhs (0.2%) were under-represented compared to the proportions of these faiths living in Bristol.

These percentages exclude the 12% of respondents (10% of Bristol respondents) who answered ‘prefer not to say’.

The proportion of each religion/faith for all respondents closely matches Bristol respondents.

Figure 8: Religion/faith of respondents



Other protected characteristics and refugee/asylum status

The survey also asked respondents about three other protected characteristics (sexual orientation, gender reassignment, pregnancy and recent maternity) and if they are a refugee or asylum seeker.

Census data are not available for the proportion of people with these characteristics living in Bristol. Figures 9, 10, 11 and 12 show the proportions of all respondents and Bristol respondents for each of these characteristics. The proportion of each characteristic for all respondents broadly matches the proportion for Bristol respondents.

Figure 9: Sexual orientation

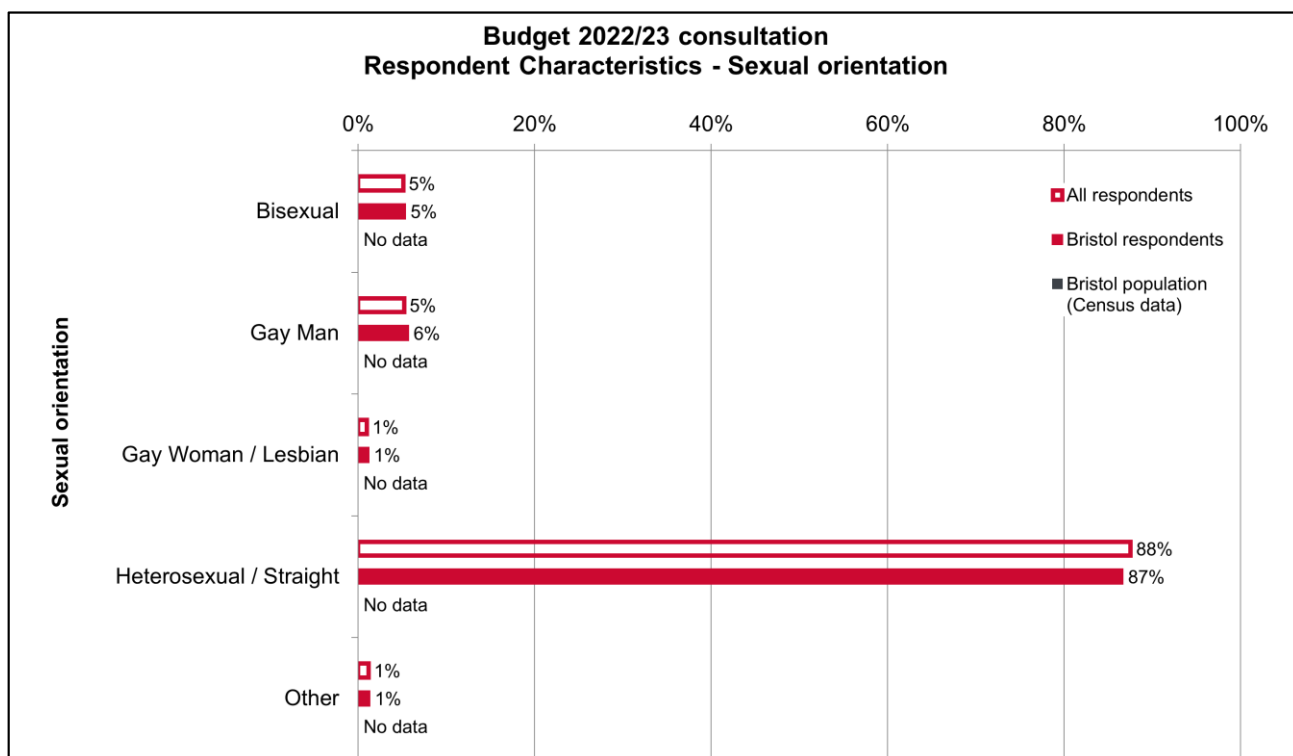


Figure 10: Gender reassignment

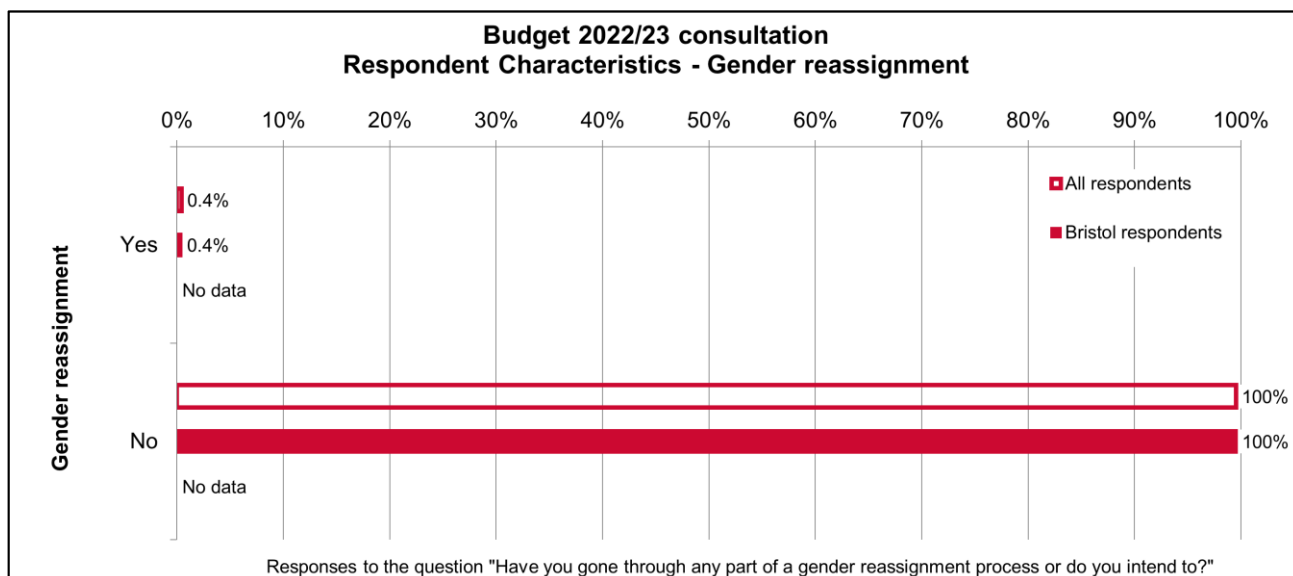


Figure 11: Pregnancy/Maternity

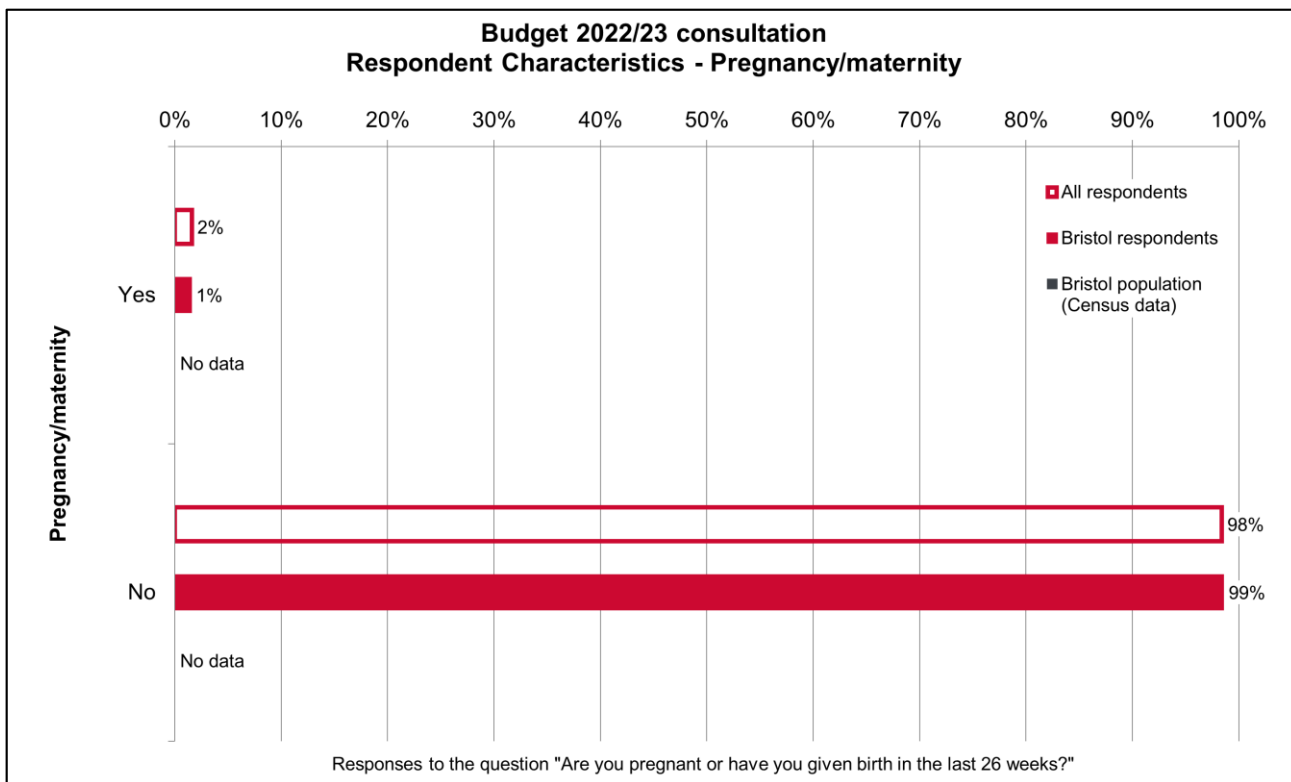
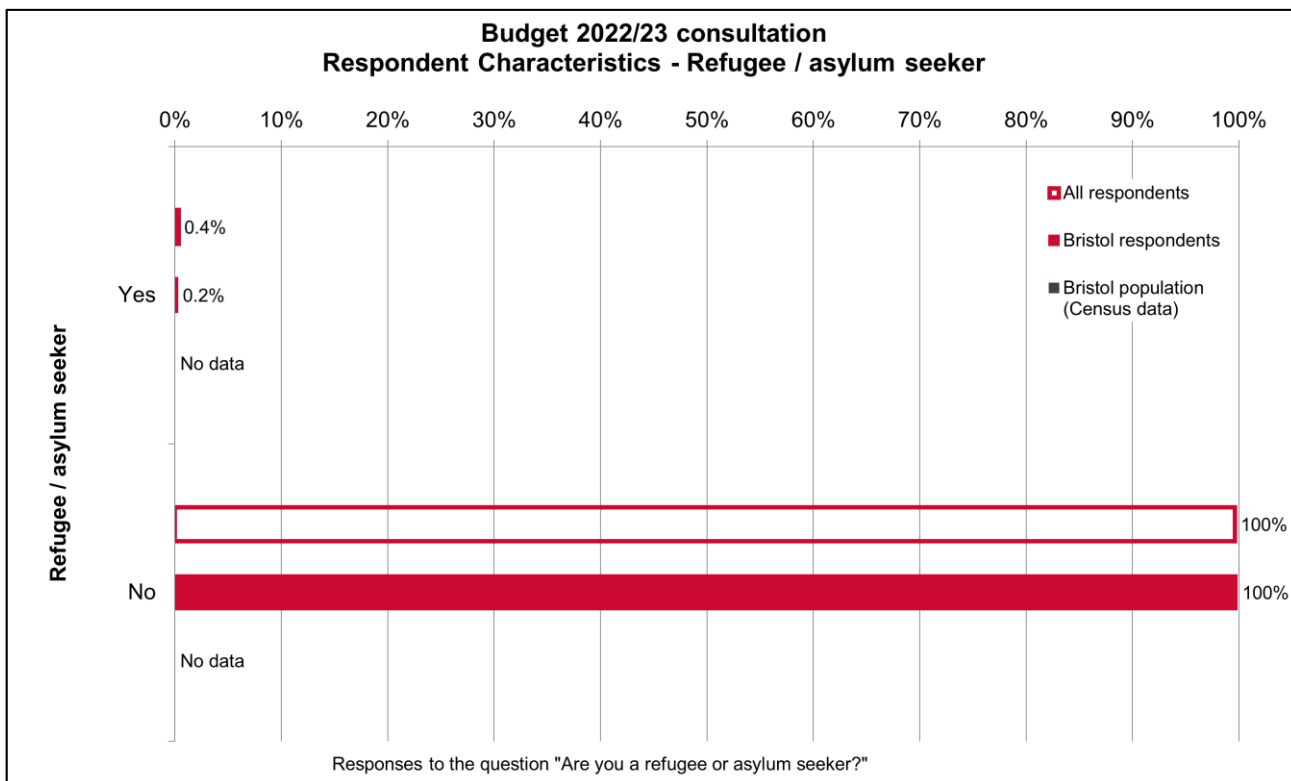


Figure 12: Refugee or asylum seeker



Other respondent characteristics

1,251 (96%) respondents provided other details of their personal situation, selecting from a list of 11 options:

- 1,200 (96% of the 1,251 respondents who answered the question) are Bristol residents
- 12 (1%) work in Bristol but live elsewhere
- 20 (2%) are Bristol City Council employees;
- 5 (0.4%) represent and/or own a local business;
- 2 (0.2%) were responses on behalf of a Voluntary/Community/Social Enterprise;
- 1 (0.1%) response was on behalf of a Housing Association;
- 1 (0.1%) is a councillor;
- 10 (1%) selected 'other'.

Of the 10 respondents who selected 'other', two are landlords, one owns empty property in Bristol, three do not live in the Bristol administrative area, one is a former council employee, one described themselves as an immigrant, and two selected 'other' but did not specify details.

4 Survey results: approaches to saving money and generating income

4.1 Views on the six approaches – all respondents

Respondents were asked if they agree or disagree with each of six money saving and income generating approaches that are proposed to bridge the forecast budget gap²³ in 2022/23.

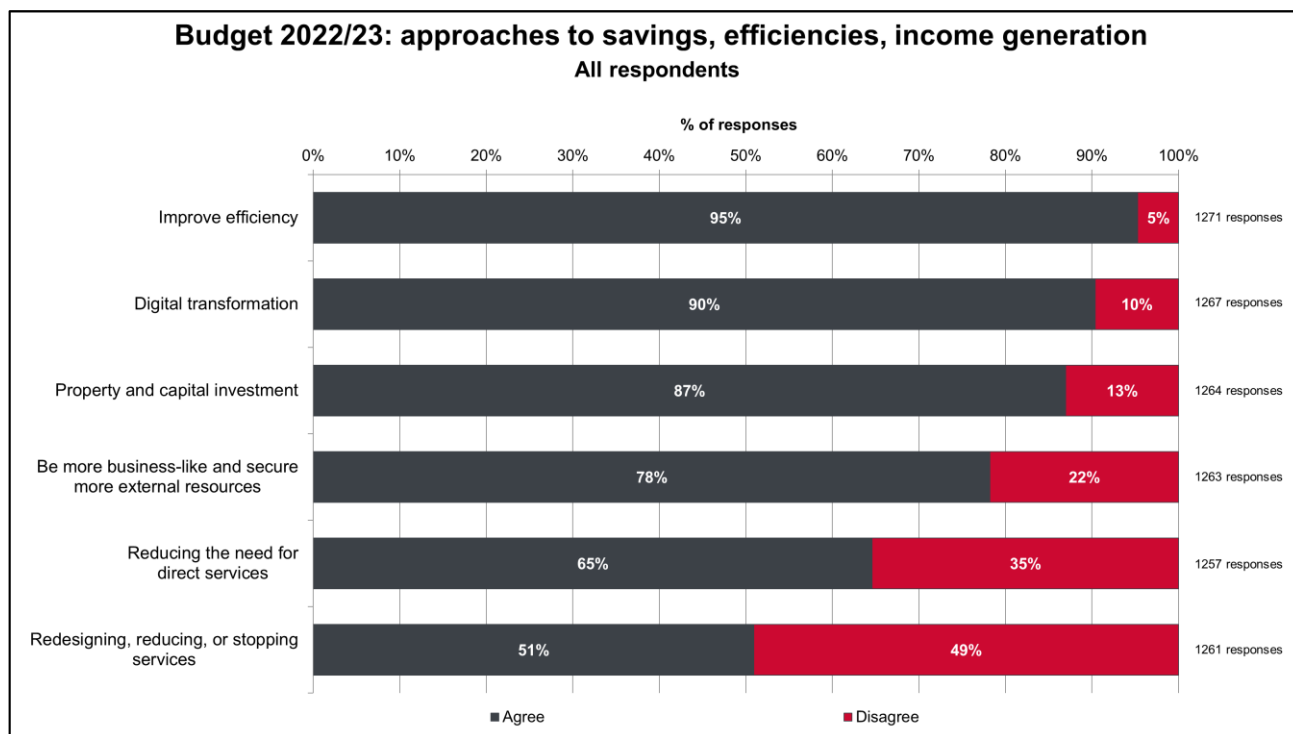
Of the 1,304 respondents to the survey, 1,281 (98%) gave their views on one or more of the approaches. All six approaches were approved of by at least half of the respondents, but respondents indicated much higher support for some approaches than others (Figure 13).

The approach with the highest support is ‘improving efficiency’, by joining up services, reducing duplications and getting better value in procurement. Of 1,271 respondents who expressed a view, 95% agree and 5% disagree with this approach.

Using ‘digital transformation’ to reduce costs and improve outcomes by targeting services to those with greatest need had the second highest support (90% agree / 10% disagree).

The proposed approaches with lowest support are ‘reducing the need for direct services’ (65% agree / 35% disagree) and ‘redesigning, reducing or stopping services’ to fund the highest priorities (51% agree / 49% disagree).

Figure 13: Proportion of respondents who agree with each of the six approaches



²³ The budget consultation referred to budget gap of £23.1 million; the estimate current in November 2021. The annual determination of funding to local government has revised the budget gap to £19.5m in 2022/23.

4.2 Views on each approach in areas with different levels of deprivation

Views on each money saving / income generation approach were compared for people in areas of high and low deprivation, to check for any significant differences in support. The comparison used postcodes provided by respondents in Bristol to match each response to one of 10 deprivation bands (deciles) as described in section 3.3.

Figures 14 to 19 show the views of respondents in each deprivation decile, as well as the views of people who did not provide a postcode or gave a non-Bristol postcode, and the aggregate views of all respondents.

Although views differ by deprivation decile, there are no strong trends which indicate people in more deprived areas show a strong preference for different approaches compared to respondents in less deprived areas. The following was observed:

- **Increasing efficiency:** there is slightly greater support for increasing efficiency in the least deprived 50% of areas compared to the most deprived 50%. Support levels range from 92% in decile 3 to 98% in decile 6 (Figure 14).
- **digital transformation:** there is no trend between high and low deprivation. Support levels range from 89% in decile 4 to 94% in deciles 3 and 7 (Figure 15).
- **property and capital investment:** there is higher support in the least deprived 20% (deciles 9 and 10) compared to the most deprived 20% of areas (deciles 1 and 2) but there is no discernible trend in the deciles between. Support levels range from 82% in decile 2 to 92% in decile 10 (Figure 16).
- **Be more business-like and secure more external resources:** there is significant variation in support for this approach between deciles but no trend between areas of high and low deprivation; the highest support for this approach is in decile 1 followed by decile 10. Support levels range from 68% in decile 4 to 88% in decile 1 (Figure 17).
- **Reducing the need for direct services:** there is notable variation in support for this approach between deciles but no trend between areas of high and low deprivation; the highest support for this approach is in decile 10 followed by decile 1. Support levels range from 57% in decile 6 to 74% in decile 10 (Figure 18).
- **Redesigning, reducing or stopping services:** There is more support for this approach in deciles 7, 9 and 10 (least deprived) than in the more deprived half of the city. However, the trend is broken by there being the lowest support for this approach in decile 8. Support levels range from 43% in decile 8 to 59% in decile 9 (Figure 19)

Figure 14: Views on ‘improving efficiency’ by deprivation decile

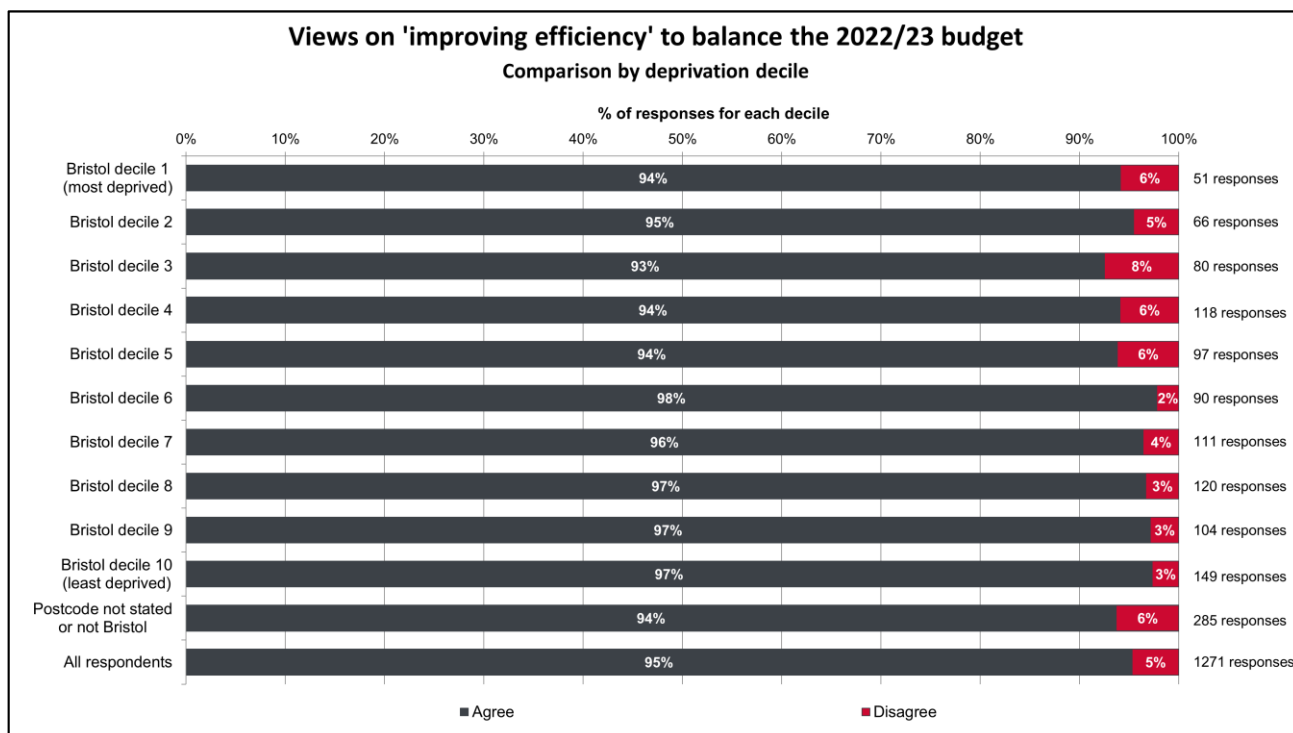


Figure 15: Views on ‘digital transformation’ by deprivation decile

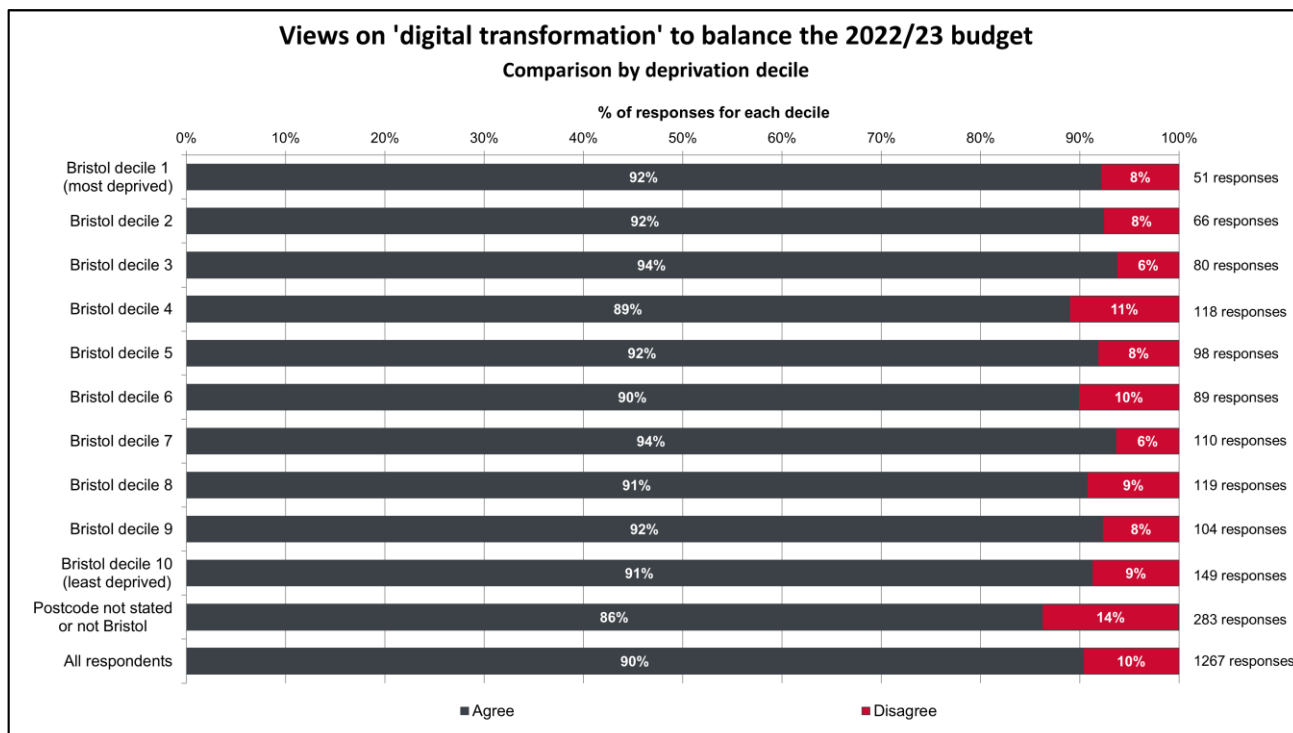


Figure 16: Views on ‘property and capital investment’ by deprivation decile

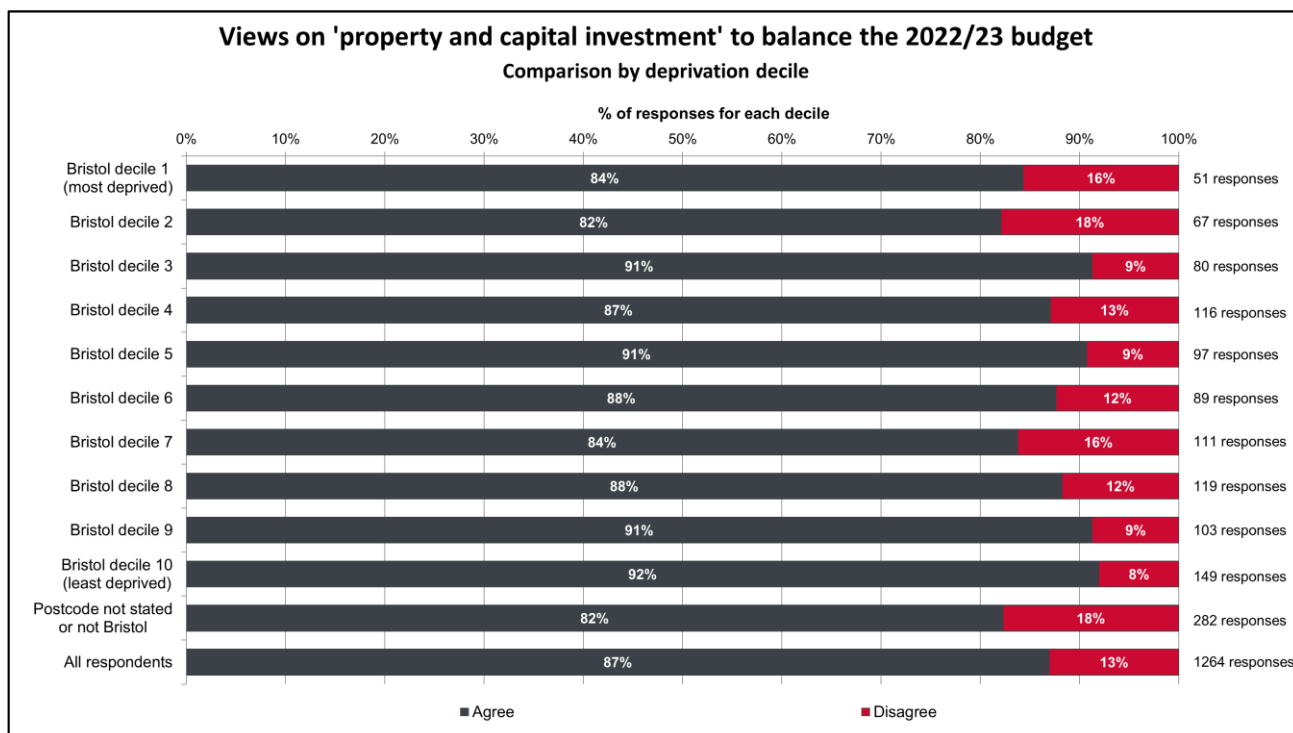


Figure 17: Views on ‘being more business-like’ by deprivation decile

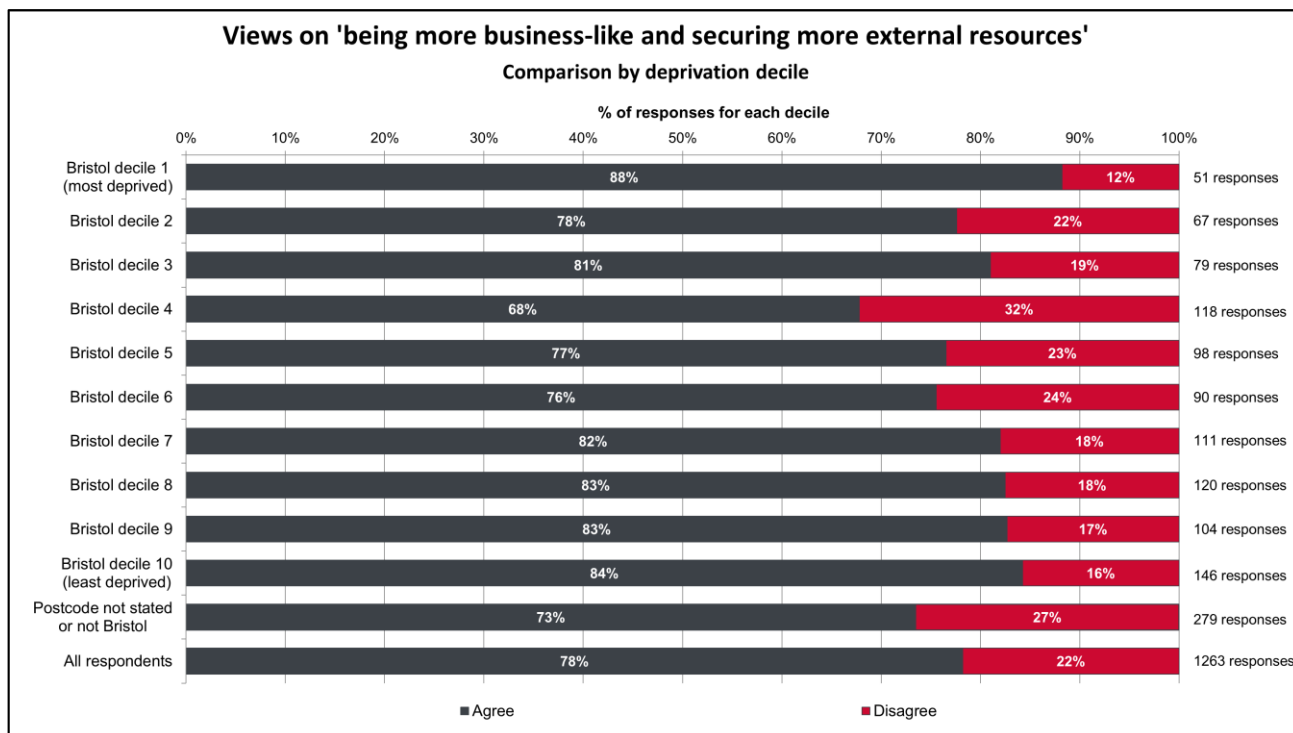


Figure 18: Views on ‘reducing need for direct services’ by deprivation decile

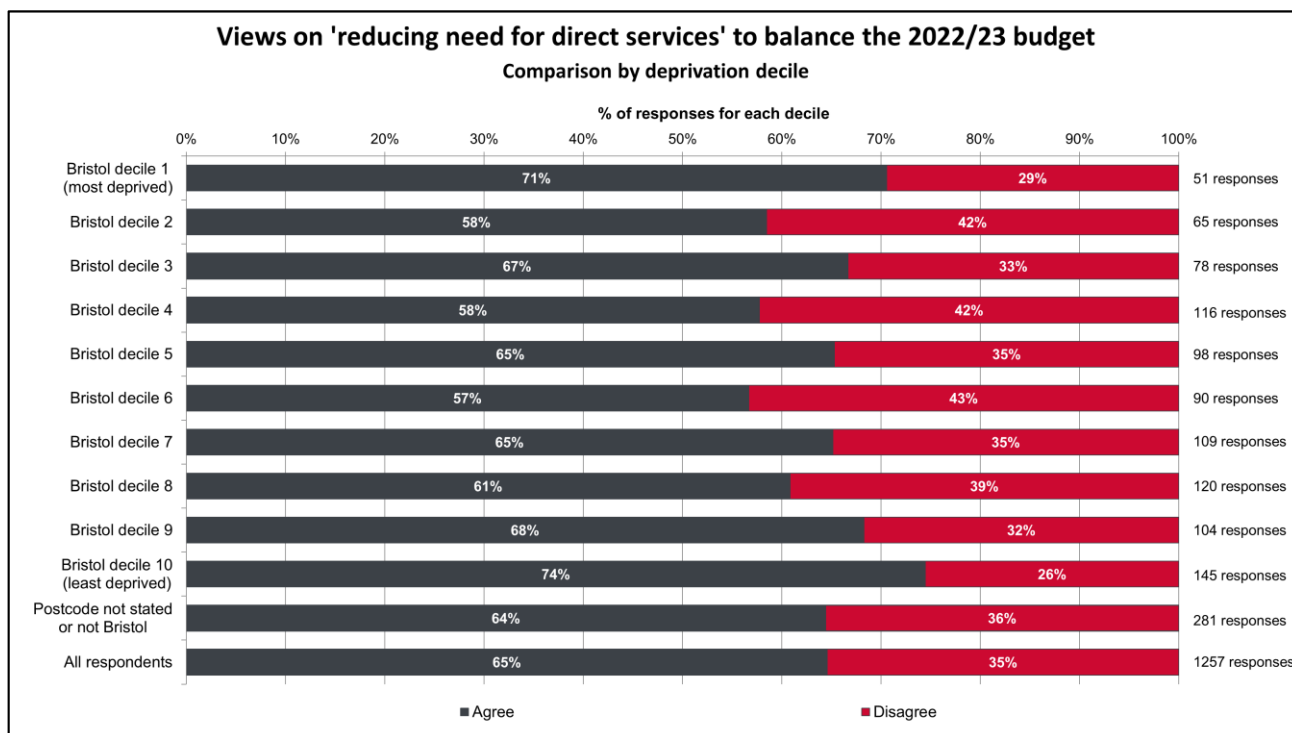
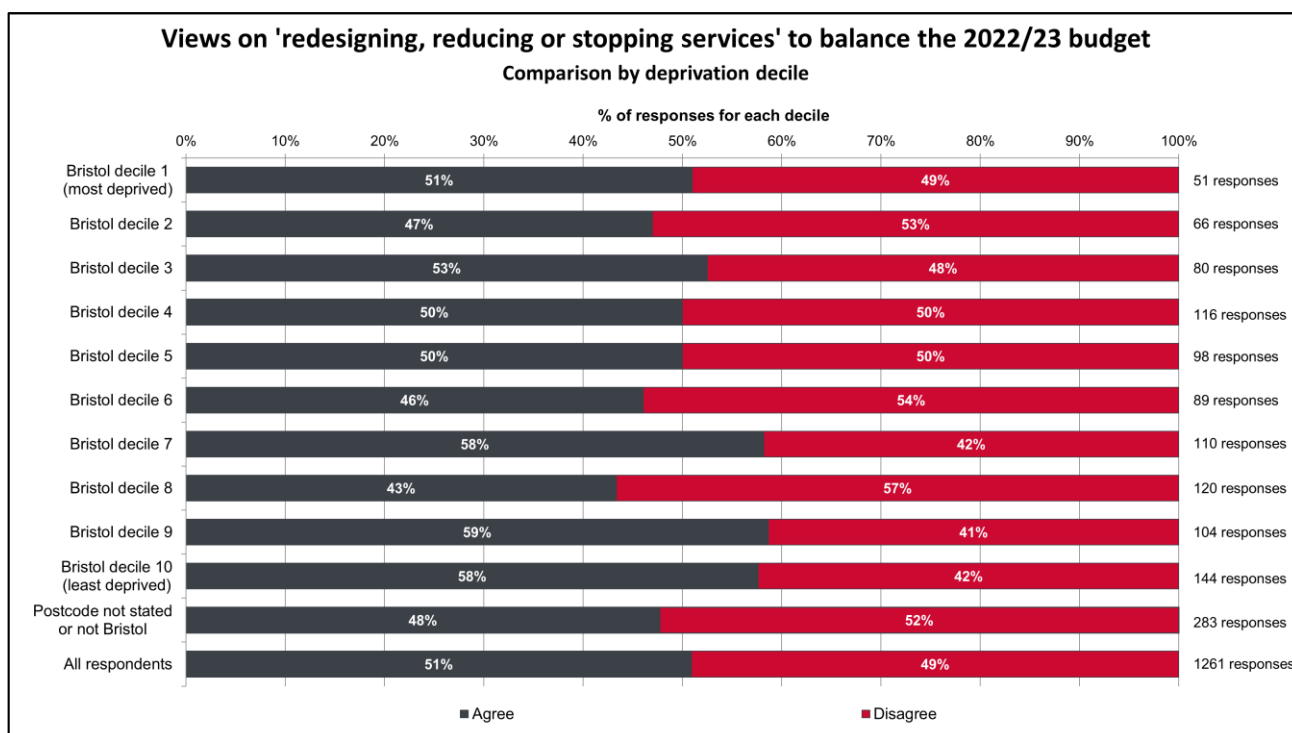


Figure 19: Views on ‘redesigning, reducing or stopping services’ by deprivation decile

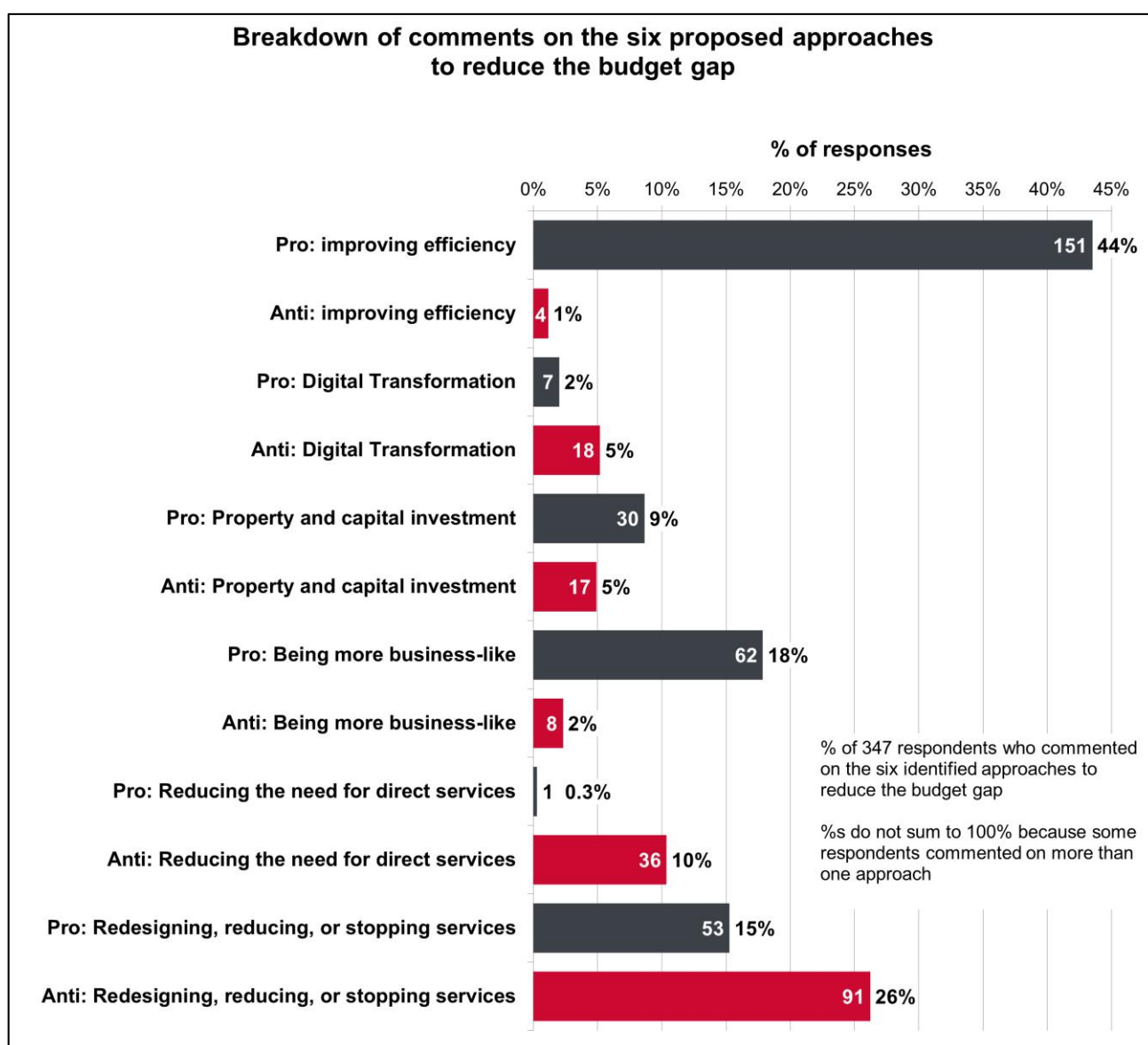


4.3 Free text comments and suggestions on the six approaches

583 respondents provided free text responses which explained the reasons for their views on the six savings / income generation approaches, their preferred level of Council Tax, the level of Social Care Precept or made other suggestions for how the council could save money or generate more income.

347 respondents (60% of respondents who provided free text responses) commented on one of the six identified approaches to reduce the budget gap. Figure 20 shows the number of respondents who provided free text comments that were supportive of (pro - in grey) and opposed to (anti – in red) each of the six approaches. Figure 20 lists the six approaches in the same order as in Figure 13²⁴.

Figure 20: Free text comments and suggestions on the six approaches



²⁴ Figure 13 shows the proportion of 1,281 respondents who stated if they agree or disagree with each approach. Those with higher support are listed above those with less support. Figure 20 shows the number of free text comments for and against each of the approaches, by 347 respondents who commented

Improving efficiency

Of the 347 free text comments:

- 151 (44%) agreed with the council's approach to improving efficiency and reducing waste. 88 (25%) commented that they thought that the council wastes too much money, of whom 21 (6%) stated the council wastes money through mismanagement and 19 (5%) said it wastes money by outsourcing to the private sector. 78 (22%) said the council could save money through making efficiencies and striving for value for money.
- 4 (1%) disagreed with improving efficiency and reducing waste, stating their concern that striving for efficiency may have negative impacts on services or be a false economy.

Digital transformation

- 7 (2%) commented in favour of digital transformation, stating that the council should embrace digital approaches to improve information and reduce costs.
- 18 (5%) disagreed with the council's approach to digital transformation, stating that digital channels may not be accessible to all, due to knowledge, disability, cultural barriers or access to digital devices.

Property and capital investment

- 30 (9%) agreed with the council's approach to property and capital investment. Of these, 28 (8%) stated that the council should make more money from selling or letting its properties and 2 (1%) thought the council should make money from buying property and selling it at a profit.
- 17 (5%) disagreed with the council's approach to property and capital investment, stating that the capital budget should be increased.

Being more business-like

- 62 (18%) agreed with being more business-like. Of these, 39 (11%) supported increasing council fees and charges (with parking and other car user charges making up 37 of these), 21 (6%) wanted to invest in income-generating services, and 5 (1%) wanted to improve debt collection.
- 8 (2%) disagreed with being more business-like, stating that they think the council should work for social good and address issues that profit-driven businesses do not.

Reducing the need for direct services

- There was one comment in favour of reducing the need for direct services, but only if it is achieved by reducing need for reactive services through early intervention.
- 36 (10%) disagreed with reducing the need for direct services, citing opposition to commercialisation of public services for profit and stating that outsourcing would lead to poorer service, less accountability and further erosion of public trust.

Redesigning, reducing or stopping services

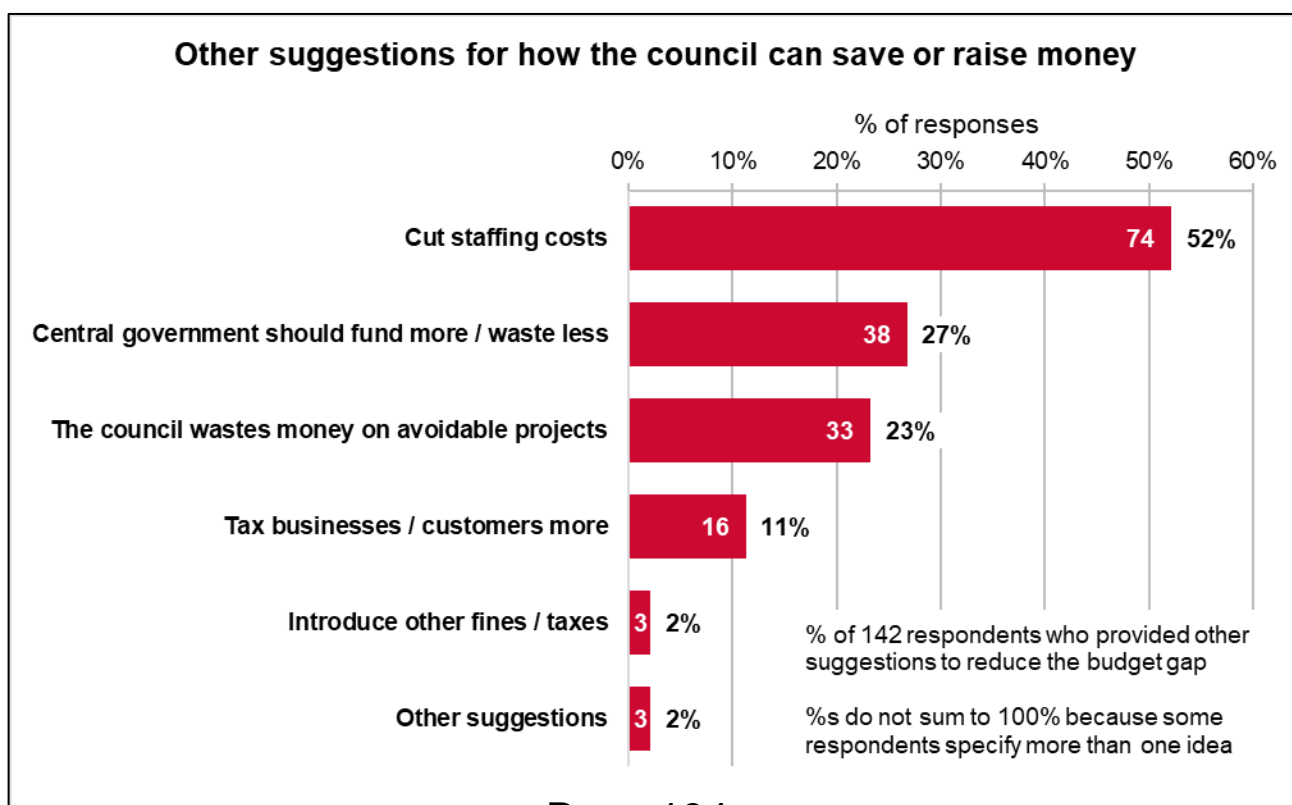
- 53 (15%) agreed with redesigning, reducing or stopping services. Of these, 15 (4%) thought benefits could be cut, 13 (4%) thought that too much is spent on social care, 8 (2%) would support cuts to unspecified services, 7 (2%) suggested reducing refuse collections and 4 (1%) recommended cuts to the Council Tax Reduction scheme.
- 91 (26%) disagreed with redesigning, reducing or stopping services, stating that public services are essential, particularly for more disadvantaged citizens. Respondents commented that would prefer to pay more to avoid cuts. 37 (11%) wanted to see more spent on improving services.

4.4 Other suggestions for ways to save money

142 respondents (24% of respondents who provided free text responses) suggested other ways to reduce the budget gap (Figure 21). Of these:

- 74 (52%) suggested cutting staff costs by rationalising mayoral roles and reducing salaries of elected and officer posts;
- 38 (27%) stated that central government should fund the council more, or waste less;
- 33 (23%) said that the council wastes money on avoidable projects (such as Bristol Energy and Bristol Beacon);
- 16 (11%) said that the council should tax businesses or customers more;
- 3 (2%) suggested the council introduce other fines or taxes;
- 3 (2%) made other suggestions for saving money.

Figure 21: Other suggestions for ways to save money or generate income



5 Survey results: level of Council Tax and Social Care Precept

5.1 Level of core Council Tax and Social Care Precept – all respondents

Core Council Tax

Respondents were asked to state which level of Council Tax they would prefer in 2022/23, choosing from the following three options:

- **No increase to Council Tax.** This option would require the council to find a further £4.7 million of savings and/or additional income on top of the £19.5 million budget gap²⁵ expected;
- **An increase of 1% to Council Tax.** This option would raise £2.4 million and require the council to find a further £2.3 million of savings and/or additional income on top of the £19.5 million budget gap expected;
- **An increase of 1.99% to Council Tax**²⁶. This option would raise £4.7 million and would not add to the £19.5 million of savings and/or additional income we expect to need.

Of the 1,304 people who responded to the consultation, a majority (842 respondents; 65%), favour an increase in core Council Tax to support general services in 2022/23. Of these:

- 260 (20%) would prefer a 1% increase in core Council Tax;
- 582 (45%) favour a 2% increase;
- 444 (34%) respondents would prefer 'no increase to Council Tax' in 2022/23;
- 18 (1%) did not give a view on Council Tax.

Social Care Precept

Respondents were also asked to state which level of Social Care Precept they would prefer in 2022/23, choosing from two options:

- **No additional Social Care Precept.** This option would require the council to find a further £2.4 million of savings and/or additional income;
- **An additional 1% Social Care Precept**²⁷. This would be an extra 1% increase to Council Tax bills in addition to the increase in core Council Tax. This option would raise £2.4 million to support the delivery of social care and would not add to the £19.5 million of savings and/or additional income we expect to need.

Of the 1,304 people who responded to the consultation, a majority (740 respondents; 57%), favour an additional 1% Social Care Precept (on top of core Council Tax) to support the delivery of social care in 2022/23.

539 (41%) respondents would prefer no increase to Social Care Precept in 2022/23.

25 (2%) did not give a view on Social Care Precept.

²⁵ The budget consultation referred to a budget gap of £23.1 million; the estimate current in November 2021. The annual determination of funding to local government has revised the budget gap to £19.5m in 2022/23.

²⁶ An increase up to 2% in core Council Tax is the maximum permitted without requiring a local referendum.

²⁷ A 1% Social Care Precept is the maximum increase permitted by government in 2022/23

Figure 22 shows the proportions of the 1,304 respondents who prefer each combination of Council Tax increase (0%, 1% or 2%) and Social Care Precept (0% or 1%).

In Figure 22, each bar shows the percentage of respondents who would like each Council Tax option, 0%, 1% or 2%. (The fourth bar shows respondents who did not give their views on Council Tax, some of whom did give their views on Social Care Precept.)

Each bar is subdivided into the percentage who opted for each Social Care Precept option; red for 0% Social Care Precept, grey for 1% and white for no view on Social Care Precept.

For example, the top bar in Figure 22 shows that:

- 28% of 1,304 respondents want 0% Council Tax and 0% Social Care Precept (red)
- 6% want 0% Council Tax and 1% Social Care Precept (grey)
- 1% want 0% Council Tax and did not state a view on Social Care Precept (white)

Figure 22: preferred options for Council Tax and Social Care Precept

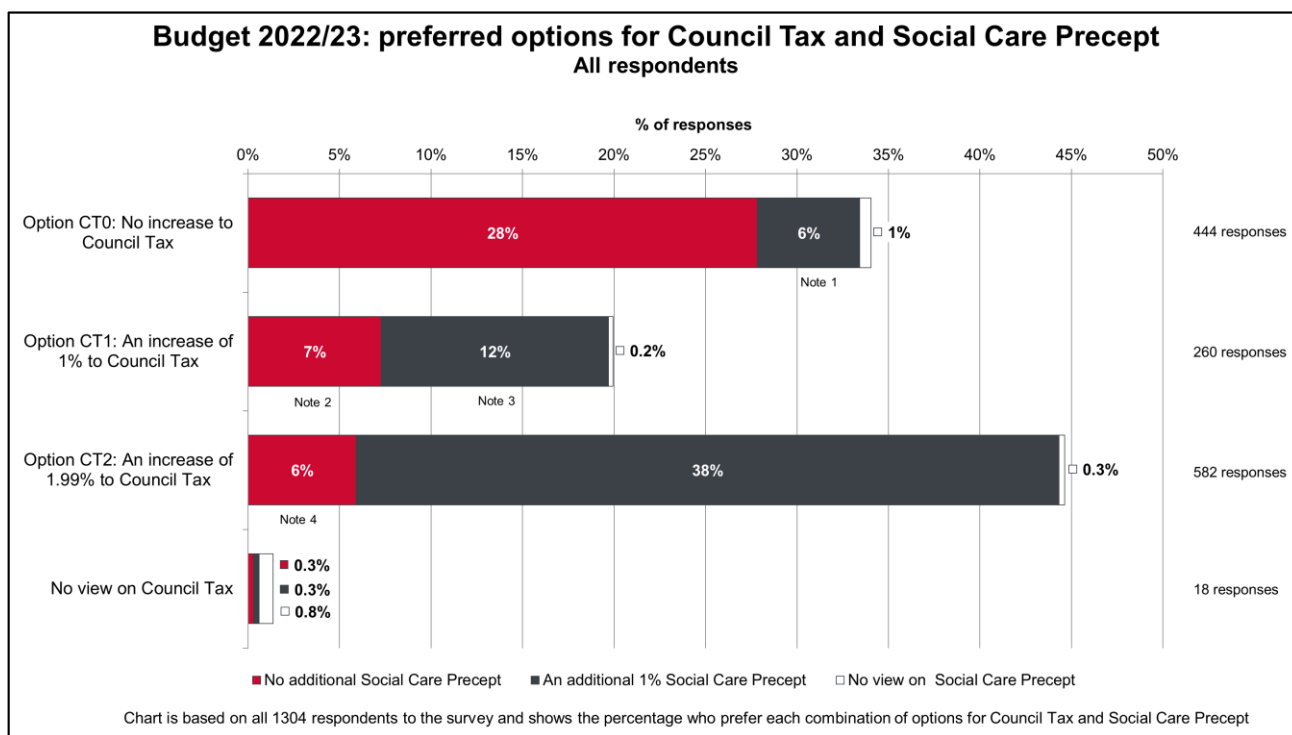


Figure 22 shows that:

- The option with highest support (38% of 1,304 respondents) is a 2% increase in core Council Tax and a 1% Social Care Precept. This is the maximum increase possible.
- The second most popular option (28% of 1,304 respondents) is 0% increase in core Council Tax and 0% Social Care Precept.
- For respondents who favour 1% increase overall, 6% would like this as 1% Social Care Precept with no core Council Tax increase (Note 1 in Figure 22). This is similar to the 7% who would prefer a 1% core Council Tax increase with no Social Care Precept (Note 2).
- For respondents who favour a 2% increase overall, 12% would prefer to share this as 1% increase in core Council Tax and 1% Social Care Precept (Note 3). This compares to 6% who want 2% on core Council Tax and 0% Social Care Precept (Note 4).

A full breakdown of respondents' views shown in Figure 22 is listed below.

For the 0% Council Tax option (top bar in Figure 22):

- 28% of 1,304 respondents want 0% Council Tax and 0% Social Care Precept (red)
- 6% want 0% Council Tax and 1% Social Care Precept (grey)
- 1% want 0% Council Tax and did not state a view on Social Care Precept (white)

For the 1% Council Tax option (second bar in Figure 22):

- 7% want 1% Council Tax and 0% Social Care Precept (red)
- 12% want 1% Council Tax and 1% Social Care Precept (grey)
- 0.2% want 1% Council Tax and did not state a view on Social Care Precept (white)

For the 2% Council Tax option (third bar in Figure 22):

- 6% want 2% Council Tax and 0% Social Care Precept (red)
- 38% want 2% Council Tax and 1% Social Care Precept (grey). This is the maximum increase possible
- 0.3% want 2% Council Tax and did not state a view on Social Care Precept (white)

For the bottom bar (people who did not state their view about core Council Tax):

- 0.3% stated they want 0% Social Care Precept (red)
- 0.3% stated they want 1% Social Care Precept (grey)
- 0.8% did not state a view on Council Tax or Social Care Precept (white)

5.2 Views on core Council Tax in areas with different levels of deprivation

Views on the preferred level of core Council Tax were compared for respondents in areas with different levels of deprivation, to check for any significant differences in views. The comparison used the postcodes provided by respondents in Bristol to match each response to one of 10 deprivation bands (deciles) as described in section 3.3.

Figure 23 shows the percentage of respondents from each deprivation decile who want a 0%, 1% or 2% increase in core Council Tax in 2022/23. This is based on the 991 Bristol respondents who stated a preferred option for core Council Tax and provided a full postcode²⁸. Figure 23 also shows the views of people who did not provide a postcode or gave a non-Bristol postcode, and the aggregate views of all respondents.

²⁸ Incomplete postcodes cannot be matched to the deprivation data.

Figure 23: Preference in each deprivation decile for the core Council Tax options

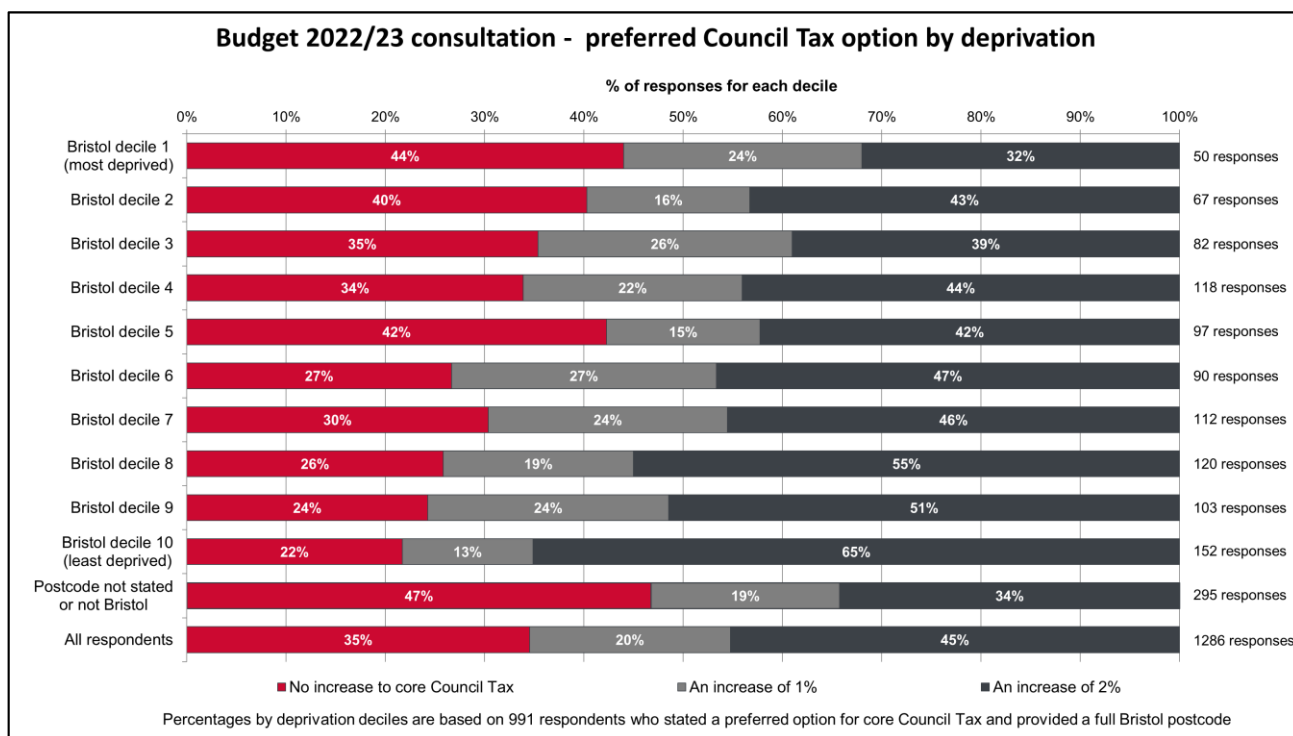


Figure 23 shows that preference for higher core Council Tax tends to increase as deprivation reduces.

Support for **no increase** in core Council Tax is highest among respondents in the most deprived 10% of Bristol (decile 1), with 44% of respondents favouring no increase and 24% preferring a 1% increase. Support for no increase in Council Tax reduces to 22% in decile 10 (least deprived 10%).

Support for the maximum **2% increase** is lowest (32%) in the most deprived 10% of Bristol (decile 1) and is highest (65%) in the least deprived decile 10. Support for a 2% increase exceeds 50% in deciles 8, 9 and 10.

Decile 5 deviates from this trend in that support for no increase (42%) is similar to decile 1 (44%). However, support for a 2% increase in decile 5 aligns with the overall trend because the high support for 0% increase is matched by lower support for a 1% increase.

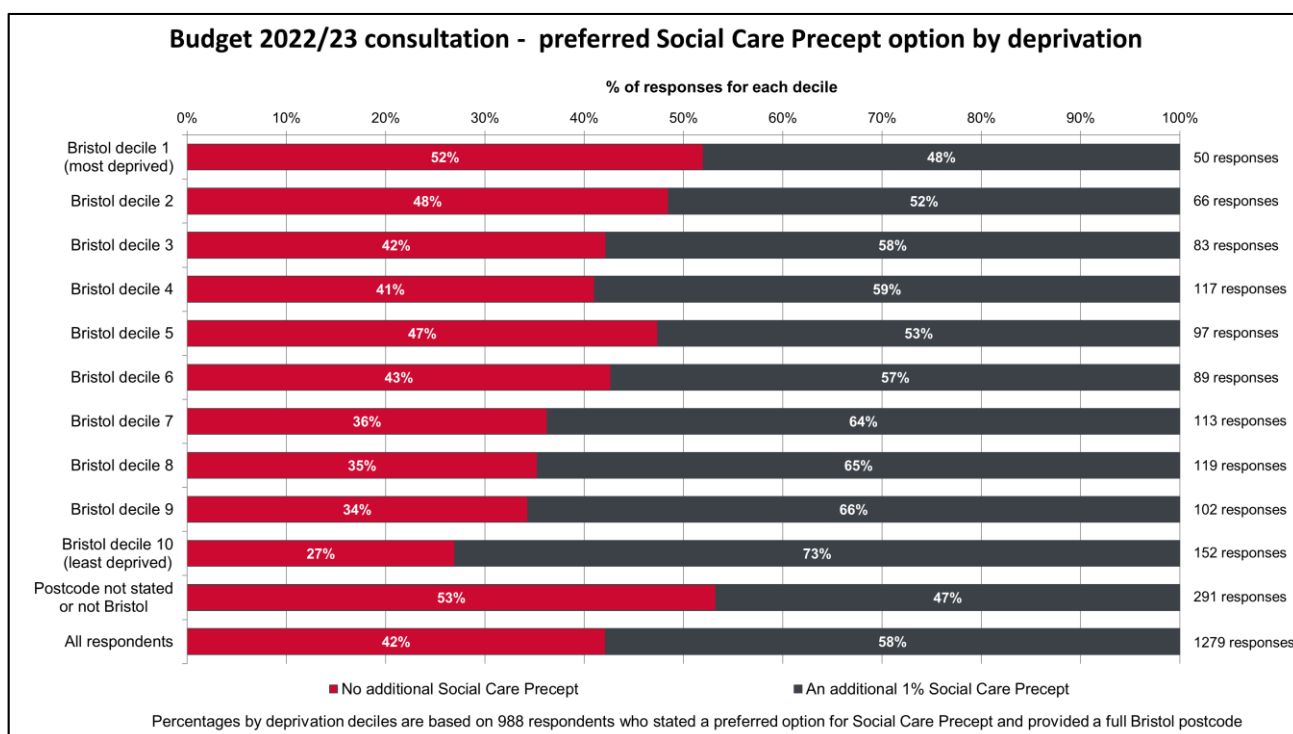
Respondents who did not provide a postcode or gave a non-Bristol postcode were the least in favour of paying more core Council Tax. 47% in this group favour no increase and only 34% support a 2% increase - similar to decile 1 (most deprived 10% of Bristol).

5.3 Views on Social Care Precept in areas with different levels of deprivation

Views on the preferred level of Social Care Precept were also compared for respondents in areas with different levels of deprivation, to check for any significant differences in views.

Figure 24 shows the percentage of respondents from each deprivation decile who want a 0% or 1% increase in Social Care Precept in 2022/23. This is based on the 988 Bristol respondents who stated a preferred option for Social Care Precept and provided a full postcode²⁹. Figure 24 also shows the views of people who did not provide a postcode or gave a non-Bristol postcode, and the aggregate views of all respondents.

Figure 24: Preference in each deprivation decile for the Social Care Precept options



As with core Council Tax, support for a Social Care Precept follows an inverse trend with deprivation (Figure 24).

Support for no Social Care Precept ranges from 52% in decile 1 (most deprived) to 27% in decile 10 (least deprived). Correspondingly, support for 1% Social Care Precept increases from 48% in decile 1 to 73% in decile 10 and exceeds 50% in all deciles from 2 to 10.

As with core Council Tax, respondents in decile 5 deviate slightly from the trend, with 47% favouring no Social Care Precept and 53% supporting 1% Social Care Precept.

Respondents who did not provide a postcode or gave a non-Bristol postcode were the least in favour of paying a Social Care Precept. 53% in this group prefer no Social Care Precept and only 47% support a 1% Social Care Precept - similar to decile 1 (most deprived).

²⁹ Incomplete postcodes cannot be matched to the deprivation data.

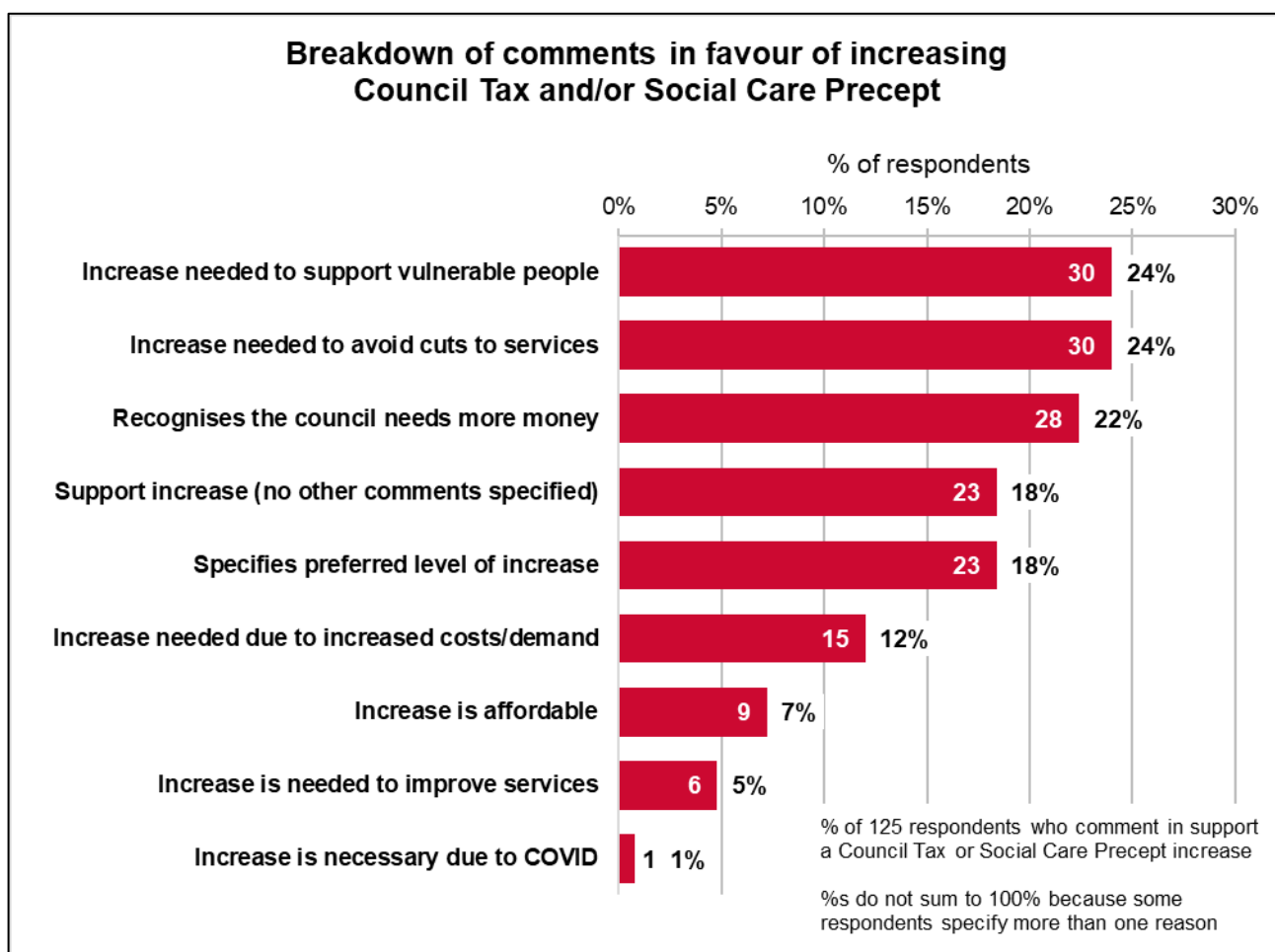
5.4 Reasons for Council Tax and Social Care Precept levels chosen

5.4.1 Comments in favour of increasing Council Tax and/or Social Care Precept

125 respondents who provided free text responses said why they support an increase in Council Tax and/or Social Care Precept (Figure 25). Of these:

- 30 (24%) said that an increase is needed to support vulnerable citizens;
- 30 (24%) said an increase is needed to avoid cuts to services;
- 28 (22%) said they recognise that the council needs more money;
- 23 (18%) stated their support for an increase without specifying any other comments;
- 23 (18%) specified their preferred level of Council Tax or Social Care Precept increase;
- 15 (12%) said an increase is needed due to increased costs and/or demand for services;
- 9 (7%) said an increase is affordable;
- 6 (5%) said an increase is necessary to improve services;
- 1 (1%) said an increase is necessary due to the impacts of COVID-19.

Figure 25: Comments in favour of increasing Council Tax and/or Social Care Precept

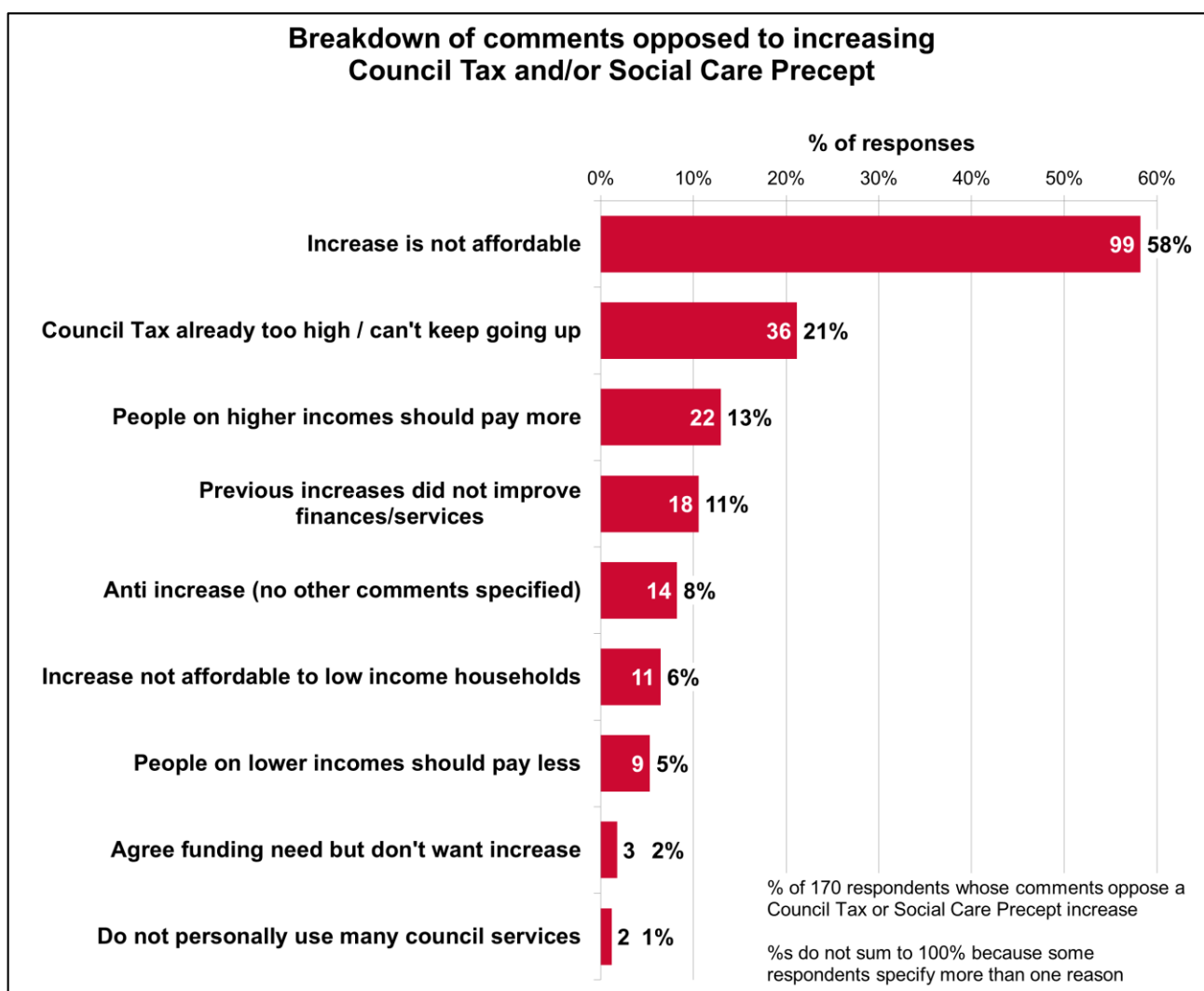


5.4.2 Comments opposed to increasing Council Tax and/or Social Care Precept

170 respondents said why they oppose an increase in Council Tax and/or Social Care Precept (Figure 26). Of these:

- 99 (58%) said that an increase is not affordable;
- 36 (21%) stated that Council Tax is too high already and cannot keep increasing;
- 22 (13%) said that people on higher incomes should pay more;
- 18 (11%) said that previous increases did not improve the council’s finances or services;
- 14 (8%) said they disagree with an increase in Council Tax or Social Care Precept but did not provide any other comments;
- 11 (6%) said an increase would be unaffordable to people on low incomes;
- 9 (5%) said that people on low incomes should pay less;
- 3 (2%) agreed that the council needs more funding but do not support an increase in Council Tax or Social Care Precept;
- 2 (1%) wanted to pay less because they do not use many council services.

Figure 26: Comments opposed to increasing Council Tax or Social Care Precept



5.4.3 Other comments and consultation feedback

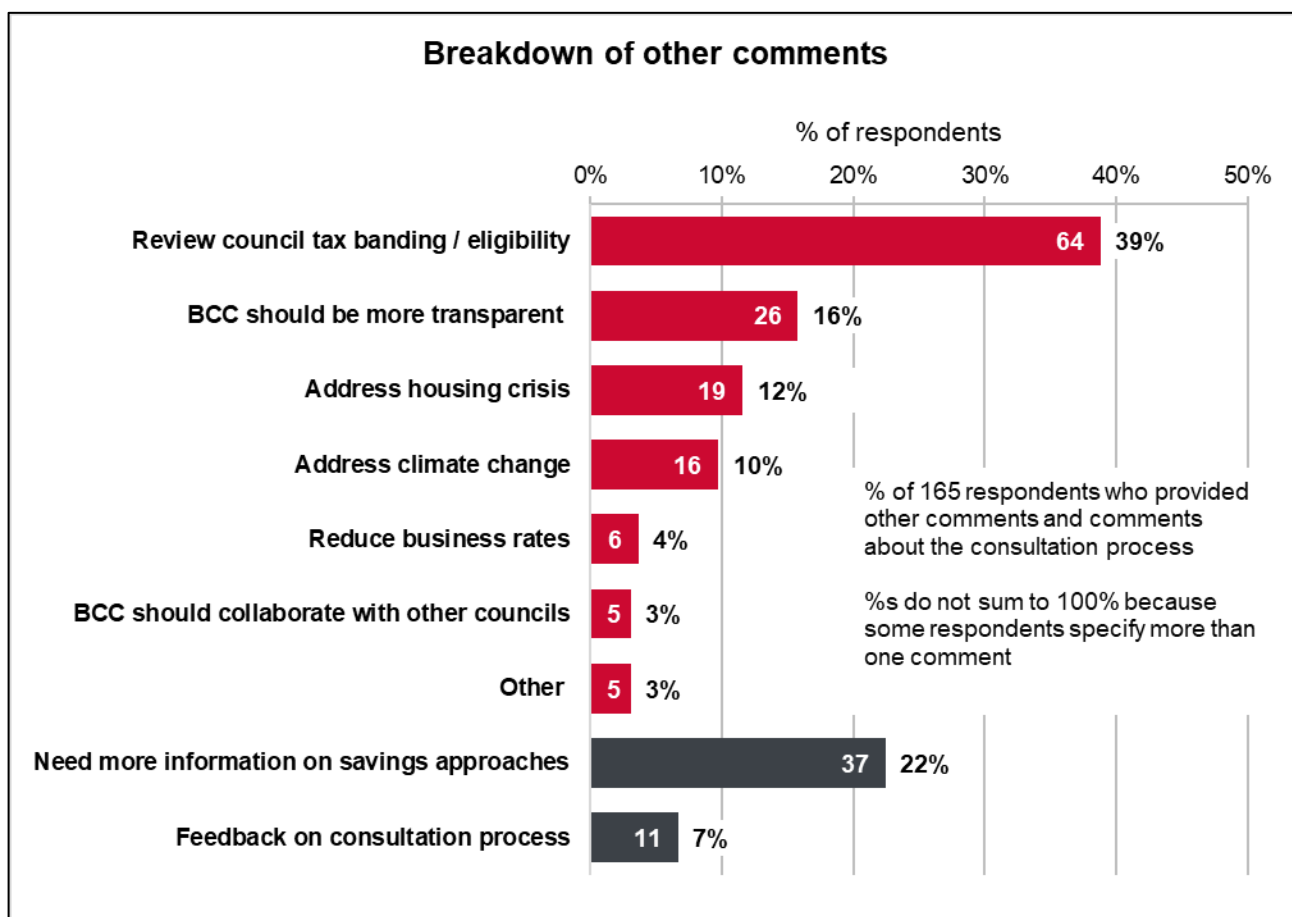
165 respondents provided other comments or suggestions about priorities they want the council to address or ways they would like the council to work (Figure 27). Of these:

- 64 (39%) said Council Tax banding and/or eligibility should be reviewed;
- 26 (16%) said the council should be more transparent;
- 19 (12%) said the housing crisis needs to be addressed;
- 16 (10%) said climate change needs to be addressed;
- 6 (4%) stated that business rates should be reduced;
- 5 (3%) said Bristol City Council should collaborate with other councils;
- 5 (3%) made other comments;

47 respondents commented on the consultation process;

- 37 (22%) said that the description of the six savings approaches was too broad and/or too positively worded to say if they agreed or disagreed; they thought specific proposals, once known, could be positive or negative under each description. They also said the binary nature of the question (agree/disagree) would not yield usefully nuanced feedback;
- 11 (7%) provided other feedback on the consultation, including five who thought their feedback would not make a difference to decisions and three who wanted more information about Social Care Precept.

Figure 27: Other comments and comments about the consultation



6 Other correspondence on the Budget 2022/23 consultation

Two emails were received from members of the public and one from the Bristol Parks Forum in response to the Budget 2022/23 consultation. These were analysed separately from the survey responses and are summarised by theme below.

Comments in the three emails included stated opposition to an increase in Council Tax, suggestions on how the council can save or make money and suggestions that parks and green spaces should be a council priority.

Opposed to an increase in Council Tax

- One person said that they would not support any increase in Council Tax

Suggestions on how the council can save or make money

- One person said transport projects should not be funded during the COVID-19 pandemic
- One person suggested that savings could be made by privatising local tax

Suggestions on council priorities – parks and green spaces

The Bristol Parks Forum provided the following comments and suggestions:

- Parks budget for revenue and capital spending should be increased;
- The pandemic highlighted the importance of parks and green spaces to Bristolians' health and wellbeing;
- COP 26 highlighted importance of parks and green spaces in addressing ecological emergency;
- Parks and green spaces are important for community cohesion;
- Parks and green spaces budget should be increased to meet OCP targets;
- Additional funding is needed to address the ecological emergency;
- More funding for parks and green spaces is needed to address outstanding repairs and maintenance;
- The Parks & Green Spaces Strategy and the Green & Blue Infrastructure Strategy need to be concluded;
- Strategic Community Infrastructure Levy (CIL) funds should be allocated to improving the quality of parks;
- Housing developments increase pressure on existing parks and new parks and green space are needed;
- A long-term strategy is needed for parks which includes input from local communities.

7 How will this report be used?

The consultation feedback in this report is taken into account by officers in developing final proposals for the 2022/23 budget, including the level of Council Tax and Social Care Precept and ways to address the expected £19.5 million³⁰ budget gap. The final proposals are included in a separate report which, together with this consultation report, will be considered by Cabinet on 18 January 2022.

Full Council will also take into consideration this consultation report and responses in making its decisions about the level of Council Tax and Social Care Precept as part of the 2022/23 budget at the Full Council meeting on 15 February 2022.

How can I keep track?

You can find the latest consultation and engagement surveys online at www.bristol.gov.uk/consultationhub where you can also sign up to receive automated email notifications about consultations and engagements.

All decisions related to the proposals in this consultation will be made publicly at the Full Council meeting on 15 February 2022.

You can find forthcoming meetings and their agendas at democracy.bristol.gov.uk.

Any decisions made by Full Council and Cabinet will also be shared at democracy.bristol.gov.uk.

³⁰ Forecast for the budget gap current in January 2022.

Appendix 8

Bridging the gap: budget savings and efficiencies proposals 2022 to 2027

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external.communications@bristol.gov.uk

Introduction

Local authorities up and down the country are facing unprecedented budget pressures, and Bristol City Council is no different. The scale of the gap was announced in November 2021 and since then we have worked hard to come up with saving proposals to close it. During this time, we also received the annual determination of funding to local government which reduced the gap from £23.1m to £19.5m for 2022 to 2023.

Protecting frontline services is our priority and that's why the savings proposals first and foremost are focused on reducing our own internal council costs. The saving proposals contain 89 suggested changes across all council departments. The proposals put forward are not definite.

The saving proposals will be presented to Cabinet on Tuesday 18 January (2022), and Cabinet will decide whether to recommend the budget to Full Council. If it does, Full Council will consider the budget for 2022 to 2023 on 15 February 2022.

The setting of a budget which includes these proposals does not guarantee that they will all happen. Many will be subject to further development, public consultation, and formal Cabinet decision-making. Because they may not all be delivered, we have identified options with a total value that is higher than the budget gap, giving us some ability to substitute or change items later.



Our savings and efficiencies proposals 2022 to 2027

The following list of proposals set out how we hope to bridge our £19.5 million budget gap until March 2027.

There are 89 suggested council-wide proposals to be presented to Cabinet. These cut across multiple themes or areas of council service, and speak to how we organise ourselves, conduct our business and raise income across the board. They are closely linked to our [Corporate Strategy 2022 to 2027](#) priorities for being an effective development organisation, working more closely together in a ‘one council’ approach and taking a corporate approach to issues like property and charging.

Each proposal is presented with its forecast savings for each financial year up until 2026 to 2027.

The list of proposals is broken down in to two sections so that proposals that may require consultation can be reviewed separately to those that do not.

In section three there is a summary table that aligns our autumn 2021 consultation themes with proposals.





Section 1: Proposals that may be subject to consultation

These proposals are ideas based upon several themes that we consulted citizens about in autumn 2021. Many of these will need more work to shape the proposals and confirm if they can go ahead. At this early stage we think it is likely that they will require further public consultation and assessment before final decisions can be made. This may change however as proposals are developed in more detail and we will keep this under review.

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000s	2023 to 2024 £000s	2024 to 2025 £000s	2025 to 2026 £000s	2026 to 2027 £000s	Total £000s
Education	Cllr Asher Craig	Be more business-like and secure more external resource	Introduce nominal charge for first referrals for attendance penalty notices	Bring local authority-maintained schools in line with academies through introducing a nominal charge for first referral into Education Welfare for attendance penalty notices.	-20					-20
Communities and Public Health	Cllr Ellie King	Be more business-like and secure more external resource	Review funding allocations for priority areas of domestic abuse and sexual violence	Communities and Public Health department to take additional responsibility for priority areas of domestic abuse and sexual violence. Public Health is the lead commissioner for domestic abuse which is a key public health priority for Bristol.	-204					-204
Communities and Public Health	Cllr Ellie King	Be more business-like and secure more external resource	Review funding allocations for priority areas of children and young people substance use	Communities and Public Health to take on additional responsibility for priority area of children and young people substance use – this brings all substance use contracts into alignment creating better efficiencies and oversight. Reducing harms from drugs and alcohol is a key public health priority for Bristol.	-91					-91

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000s	2023 to 2024 £000s	2024 to 2025 £000s	2025 to 2026 £000s	2026 to 2027 £000s	Total £000s
Communities and Public Health	Cllr Ellie King	Be more business-like and secure more external resource	Review funding for parks and health community engagement work	To bring parks and health community engagement work into the Communities and Neighbourhoods team ensuring alignment with wider community engagement programmes and gaining efficiencies.	-25					-25
Highways	Cllr Don Alexander	Be more business-like and secure more external resource	Review charges at all free car parks	A review will be undertaken of all free car parks that the council operates, with a view to introducing appropriate charges.		-120				-120
Highways	Cllr Don Alexander	Be more business-like and secure more external resource	Review charges at all off-street car parks and on-street parking spaces	A review will be undertaken of current charges across all council owned off-street car parks and on-street parking bays.	-200	-600				-800
Highways	Cllr Don Alexander	Be more business-like and secure more external resource	Remove 30-mins free parking from pay and display spaces in Residents' Parking Schemes	Remove the first 30 minutes of free parking from the pay and display bays in Residents' Parking Schemes (RPS).	-150	-350				-500

Bristol City Council Our savings and income proposals 2022 to 2027

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000s	2023 to 2024 £000s	2024 to 2025 £000s	2025 to 2026 £000s	2026 to 2027 £000s	Total £000s
Highways	Cllr Don Alexander	Be more business-like and secure more external resource	Review charges for permits and pay and display spaces in Residents' Parking Schemes	Residents' Parking Schemes permits and Pay and Display increase in line with charges in other cities.	-850					-850
Highways	Cllr Don Alexander	Be more business-like and secure more external resource	Carry out review of parking spaces for disabled people	Review of usage and provision of disabled people's parking spaces and introducing a charge for the service.	-100					-100
Parks	Cllr Ellie King	Be more business-like and secure more external resource	Review all charges at parks and green spaces car parks	Review of car park charging at parks and green spaces across Bristol, with a view to potentially extend approach to charging.		-40	-40			-80
Parks	Cllr Ellie King	Be more business-like and secure more external resource	Standardise all allotment fees	Set agreed and consistent rate for allotment tenants, fixed for three years, to ensure sustainability of allotment service.		-55				-55
Parks	Cllr Craig Cheney	Be more business-like and secure more external resource	Review Local Community infrastructure levy allocation criteria	Review the allocation criteria to release additional funding for Parks and Green Spaces.		-100				-100

Bristol City Council Our savings and income proposals 2022 to 2027

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000s	2023 to 2024 £000s	2024 to 2025 £000s	2025 to 2026 £000s	2026 to 2027 £000s	Total £000s
Parks	Cllr Ellie King	Be more business-like and secure more external resource	Secure new commercial opportunities through the Bristol Future Parks approach	The conclusion of the Future Parks approach will secure new commercial opportunities for parks and green spaces.	-25	-25	-50			-100
Parks	Cllr Ellie King	Be more business-like and secure more external resource	Maximise commercial opportunities for catering outlets within parks	Explore opportunities to maximise commercial growth in relation to catering outlets in Bristol's parks and green spaces.	-25	-25	-25			-75
Harbour	Cllr Ellie King	Be more business-like and secure more external resource	Carry out harbour review	The review will consider how the harbour is operated which will include the allocation and charging of updated leases and licences to better reflect commercial value.		-150	-300			-450
All services	Cllr Craig Cheney	Be more business-like and secure more external resource	Strategic Business Review of Fees and Charges	A strategic review of fees and charges to identify new charging areas, ensure charging opportunities for all relevant goods or services are levied and reflect market rates. This would mean the removal of some subsidies and will include the development and testing of a full cost recovery model and calculator.	-250	-250				-500

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000s	2023 to 2024 £000s	2024 to 2025 £000s	2025 to 2026 £000s	2026 to 2027 £000s	Total £000s
All services	Cllr Craig Cheney	Be more business-like and secure more external resource	Discretionary Giving	Pilot new approaches to encouraging discretionary giving to causes related to key challenges and priorities, which can fund core activity and/or bring additional financing to City Funds and/or VCSE partners.	-50	-100				-150
All services	Cllr Craig Cheney	Be more business-like and secure more external resource	Divestment – Non-Core Business & Investments	Divest (disposing of asset through sale or closure) in investments or businesses that are not profit making or not part of core operations so that the council can focus on its primary business, improve operational efficiency, reduce costs and / or raise income.	TBC	TBC	TBC	TBC	TBC	TBC *
Adult Social Care	Cllr Helen Holland	Digital transformation	Increase use of Technology Enabled Care	Invest in the use of Technology Enabled Care (TEC) as alternative to traditional care and support through continued development of the TEC team and innovation work.	-300					-300
Children	Cllr Asher Craig	Improve efficiency	Review special guardianship order arrangements	Improve special guardianship arrangements to ensure payments are aligned with national guidance.	-123	-461		-123		-707

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000s	2023 to 2024 £000s	2024 to 2025 £000s	2025 to 2026 £000s	2026 to 2027 £000s	Total £000s
Education	Cllr Asher Craig	Improve efficiency	Improve Home to School Transport commissioning arrangements	Drive five per cent efficiencies from third party supply contract within Home to School Transport.	-284					-284
Adult Social Care	Cllr Helen Holland	Improve efficiency	Manage and control cost of care for people with care and support needs	Work with care providers to implement agreed pricing tools to ensure consistent costings for care services for both adults with complex needs and older people who use social care services. Develop joint commissioning arrangements with NHS partners to deliver better value and outcomes for people who are eligible for social care services.	-800					-800
Adult Social Care	Cllr Helen Holland	Improve efficiency	Review local Section 117 funding arrangements for care and support services under the Mental Health Act 1983	This proposal involves reviewing after care arrangements for people who have been detained under the Mental Health Act, where their care is jointly funded by the local authority and the clinical commissioning group. A saving should come from more efficient commissioning and better use of resources.	-200	-250				-450

Bristol City Council Our savings and income proposals 2022 to 2027

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000s	2023 to 2024 £000s	2024 to 2025 £000s	2025 to 2026 £000s	2026 to 2027 £000s	Total £000s
Adult Social Care	Cllr Helen Holland	Improve efficiency	Review the Bristol Community Meals service delivery	Review how the Bristol Community Meals service is run and identify how to transition this into a self-funded service by attracting new service users.	-100	-110				-210
Culture	Cllr Craig Cheney	Improve efficiency	Review Museums and Archive Service	Review of the Museums and Archive Service in order to deliver the Corporate Strategy and to deliver savings.		-83				-83
Libraries	Cllr Ellie King	Optimise service delivery	Reduce library non-staffing budgets	Reduce two non-staffing budgets including the Material Fund Budget (purchase of books, e-resources etc.)	-100					-100
Housing and Landlord Services	Cllr Tom Renhard	Optimise service delivery	Acquire property or identify access to lower cost temporary accommodation and specialised supported accommodation	Exploring three alternative framework models that can reduce the expense of temporary accommodation units and deliver an increased supply of affordable move-on accommodation. The three options are: 1) Borrow to Purchase 2) Agreement with Investment Company using private capital 3) Create a local housing company that is a Registered Provider	TBC	TBC	TBC	TBC	TBC	TBC *

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000s	2023 to 2024 £000s	2024 to 2025 £000s	2025 to 2026 £000s	2026 to 2027 £000s	Total £000s
Bristol Waste	Cllr Nicola Beech	Optimise service delivery	Optimise service delivery of Bristol Waste	Operation assessments will be undertaken to ensure changes will bring real benefits to waste and recycling, freeing up resources for innovation. Proposal will include benchmarking of services, in order to help realise our ambition towards net zero waste. This would allow for targeted investment in frontline services and innovation.	TBC	TBC	TBC	TBC	TBC	TBC *
Adult Social Care	Cllr Helen Holland	Property and capital investment	Increase social housing for people with care and support needs	Better Lives at Home is an innovative transformation programme for adult social care which supports people to lead more fulfilling lives and live independently in their own homes for longer. It boosts usage of TEC (technology enabled care). TEC equipment can be used at home to remain independent.			-870	-550	-468	-1,888
Culture	Cllr Craig Cheney	Property and capital investment	Raise additional income at M Shed	Introduce roof top bar at M Shed.	-10	-50	-25			-85

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000s	2023 to 2024 £000s	2024 to 2025 £000s	2025 to 2026 £000s	2026 to 2027 £000s	Total £000s
All services	Cllr Craig Cheney	Property and capital investment	Reduce council-owned property	In light of new ways of working following COVID-19, review the number of buildings we use for office space. Aim to reduce our office floor space by at least 50 per cent, whilst making sure we have the right amount and quality of workspaces, reducing our carbon footprint.	- 1,500	- 2,000				-3,500
Finance	Cllr Craig Cheney	Redesign, reduce or stop services	Target Local Crisis Prevention support to households in the most need	Earmark up to 50 per cent of the discretionary Local Crisis Prevention Fund to support eligible new and existing council tenants with emergency living expenses and household goods. The associated funding of up to £350,000 will move from the General Fund to the Housing Revenue Account.	-350					-350

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000s	2023 to 2024 £000s	2024 to 2025 £000s	2025 to 2026 £000s	2026 to 2027 £000s	Total £000s
Children	Cllr Asher Craig	Redesign, reduce or stop services	Review Early Help and Family Hub offer	Undertake a review of Early Help funding to support our development of a Family Hub approach and integrated working in localities. This will include an assessment of other areas of funding and community capacity that can contribute in future to an integrated 'place based' approach, developing a service profile that makes best use of available assets across partner agencies.	-100	-200				-300
Children	Cllr Asher Craig	Redesign, reduce or stop services	Reduce contractual value of the council's commissioned youth services	We aim to make sure we maximise other sources of funding so that youth services can continue for children and young people in the city. This includes statutory parts of the service such as the post-16 education and training guarantee and young carer assessments.	-200	-200				-400

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000s	2023 to 2024 £000s	2024 to 2025 £000s	2025 to 2026 £000s	2026 to 2027 £000s	Total £000s
Education	Cllr Asher Craig	Redesign, reduce or stop services	Find potential alternative use or new provider for Exmouth Camp	Move away from direct responsibility of the annual lease of Exmouth Camp. Engage in discussion with the National Trust (leaseholder) to support potential alternative use or the introduction of a new provider.	-30					-30
Education	Cllr Asher Craig	Redesign, reduce or stop services	Development of the Employment, Skills and Learning service	We intend to streamline services and introduce more cost-effective delivery through new approaches and by reducing the non-statutory work, which can be offset with new grant funding.	-117					-117
Education	Cllr Asher Craig	Redesign, reduce or stop services	Amend funding split for in-house and commissioned provision of Post-16 statutory duties	Post-16 statutory duties - ensure recommissioning of external services bring best value with consideration of amending funding split for in-house and commissioned provision.	-16					-16
Education	Cllr Asher Craig	Redesign, reduce or stop services	Reduce non-statutory early-years service	Reduction of budget for non-statutory services that provide extra childcare for children aged 0-2. This is removing an underspent budget, so no child who currently receives this service will lose it.	-41					-41

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000s	2023 to 2024 £000s	2024 to 2025 £000s	2025 to 2026 £000s	2026 to 2027 £000s	Total £000s
Adult Social Care	Cllr Helen Holland	Redesign, reduce or stop services	Transfer rehabilitation services to external partner	Transfer rehabilitation service delivery to the community health partner Sirona and close the South Bristol Rehabilitation Centre, subject to cabinet agreement, consultation with staff, trade unions and partners.	-500					-500
Adult Social Care	Cllr Helen Holland	Redesign, reduce or stop services	Review Bristol Community Links service delivery	Review of day opportunities currently provided within Bristol Community Links by developing options to deliver cost efficiencies. This is subject to consultation.		-500	-500			-1,000
Adult Social Care	Cllr Helen Holland	Redesign, reduce or stop services	Review Concord Lodge service delivery and consider alternative model	Review of service model delivered at Concord Lodge and consider transfer to alternate provider. Concord Lodge is a facility with self-contained flats for adults who have learning difficulties and complex needs.	-350					-350
Adult Social Care	Cllr Helen Holland	Redesign, reduce or stop services	Review Shared Lives Services delivery and consider alternative model	Review of alternative commissioning models to deliver the Shared Lives service.	-50					-50

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000s	2023 to 2024 £000s	2024 to 2025 £000s	2025 to 2026 £000s	2026 to 2027 £000s	Total £000s
Adult Social Care	Cllr Helen Holland	Redesign, reduce or stop services	Review Home Choice processes and criteria	Review process and criteria for the Home Choice register (our housing waiting list) to enable people with adult social care needs to be prioritised and access appropriate housing more quickly.	-800	-3,150				-3,950
Housing and Landlord Services	Cllr Tom Renhard	Redesign, reduce or stop services	Review Housing Options budgets to identify opportunities to reduce budget	A detailed review will lead to budget reduction as non-salary budgets will be reduced by £30,000. This will not impact service delivery.	-30					-30

Table 1: Bridging the gap: budget savings and efficiencies proposals 2022 to 2027. May require public Consultation.

* Denotes that a review is still to be completed which may deliver savings, and that any savings have not been fully determined at this time.



Section 2: Proposals where no consultation is required

We don't believe that the proposals in this section will require further public consultation. The reasons for this will vary by proposal, but it will typically be because there is little or no noticeable frontline impact on the services people receive. This may change however as proposals are developed in more detail and we will keep this under review.

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000	2023 to 2024 £000	2024 to 2025 £000	2025 to 2026 £000	2026 to 2027 £000	Total £000
Finance	Cllr Craig Cheney	Be more business-like and secure more external resource	Review insurance administration charges	We administer the historic Avon County Council insurance claims on behalf of the West of England. By reviewing annual administrative charges, we could be increasing our income.	-25					-25
Finance	Cllr Craig Cheney	Be more business-like and secure more external resource	Increase income generation and charging rates	Increase income generated, primarily through audits of external grants or anti-fraud work and audit provision to academy schools and the council's companies.	-20					-20
Finance	Cllr Craig Cheney	Be more business-like and secure more external resource	Review private finance initiative management charges	To charge a management fee for effective management of the Private Finance Initiative (PFI) group of contracts, where effective management will ensure ongoing efficiency and quality of the private finance initiative service and fund.	-25					-25

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000	2023 to 2024 £000	2024 to 2025 £000	2025 to 2026 £000	2026 to 2027 £000	Total £000
Policy, Strategy and Partnerships	Cllr Ellie King	Be more business-like and secure more external resource	Allocate Public Health funding to City Office	A contribution from the dedicated Public Health grant to Bristol's City Office, which is hosted and part-funded by the council. The One City Plan is based upon delivering health and wellbeing outcomes, in particular addresses wider social and economic determinants of health, such as employment, housing, education, and environment. The full value of the saving relies on external funding targets for the City Office being achieved.	-30					-30
Policy, Strategy and Partnerships	Cllr Ellie King	Be more business-like and secure more external resource	Seek additional income from external partners to fund City Office	Seek a small amount of additional income from external partners towards the running cost of Bristol's City Office, which is hosted and part-funded by the council. This amount represents five per cent of the annual budget for the office and would be an income target over and above existing plans for a 50/50 split between the council (50 per cent) and many different partners (50 per cent collectively).	-5					-5

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000	2023 to 2024 £000	2024 to 2025 £000	2025 to 2026 £000	2026 to 2027 £000	Total £000
Children	Cllr Asher Craig	Be more business-like and secure more external resource	Reduce spend on commissioning of external safeguarding reviewers	Since the implementation of Working Together 2018 and the introduction of rapid reviews prior to child safeguarding practice reviews, there has been a reducing demand for external reviewers as more review work is undertaken in-house. Therefore, the council, as largest contributor, is reducing its proposed contribution to the Keep Bristol Safe Partnership to reflect this change.	-25	-10				-35
Education	Cllr Asher Craig	Be more business-like and secure more external resource	Raise funds for adult learning through traded services	Focus on management of external funding for example fundraising for enhancing non-statutory services across Employment, Skills and Learning.	-12					-12
Adult Social Care	Cllr Helen Holland	Be more business-like and secure more external resource	Increase return of unused direct payment funds.	Support people who receive a Direct Payment to return any unused contingency funds.	-500					-500
Development Management	Mayor	Be more business-like and secure more external resource	Increase income target for Development Management.	Increased income earned in Development Management / Building Control as a result of increased workload.	-15					-15

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000	2023 to 2024 £000	2024 to 2025 £000	2025 to 2026 £000	2026 to 2027 £000	Total £000
City Design	Mayor	Be more business-like and secure more external resource	Increase income target for Engineering Design / Placeshaping.	Increase the amount charged to our Capital budget for the Engineering Design / Placeshaping service.	-20					-20
Major Projects	Mayor	Be more business-like and secure more external resource	Capitalise Project Manager cost	Charge some Project Manager costs to our Capital budget where this is linked to Capital project work.	-80					-80
Housing and Landlord Services	Cllr Tom Renhard	Be more business-like and secure more external resource	Use opportunities in the Housing and Planning Act 2016 to offset a post in the Regulation Team	Increasing income through enforcement action to fund a post.	-60					-60
Housing and Landlord Services	Cllr Tom Renhard	Be more business-like and secure more external resource	Generate additional income to support wider housing pressures	Using income from the restarting of the Landlord's Expo to support wider housing funding pressures.	-40					-40

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000	2023 to 2024 £000	2024 to 2025 £000	2025 to 2026 £000	2026 to 2027 £000	Total £000
All services	Cllr Craig Cheney	Be more business-like and secure more external resource	Centralised funding, bids, grants, sponsorship, and acquisitions team	Review activity across the council relating to funding, with a view to creating a business case for additional investment (or reallocation of existing resource) in a small team to lead on external bid/grant identification and application, plus Corporate Social Responsibility coordination and sponsorship/commercial partner acquisition, philanthropy and raising of additional funds.		-150				-150
All services	Cllr Craig Cheney	Be more business-like and secure more external resource	Undervalue disposals and subsidies	Reduce the level of subsidies provided to a purchaser on disposals or assets transferred below market value or at nil consideration.	TBC	TBC	TBC	TBC	TBC	TBC *
Education	Cllr Asher Craig	Digital transformation	Create maintenance efficiencies for the Learning City website	Change the platform of the Learning City website to reduce annual website maintenance charges.	-10					-10
Digital	Cllr Craig Cheney	Improve efficiency	Reduce Customer Service Point budget	Work more efficiently and making better use of technology, whilst making sure those who need phone or face-to-face support can access it.	-165					-165

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000	2023 to 2024 £000	2024 to 2025 £000	2025 to 2026 £000	2026 to 2027 £000	Total £000
Legal	Cllr Craig Cheney	Improve efficiency	Release of surplus consultancy allocation for shareholder service	The need for external consultancy in relation to the council's companies has reduced and therefore a saving can be made against this budget line.	-30					-30
Finance	Cllr Craig Cheney	Improve efficiency	Review insurance administration processes and required insurance provision	Improve insurance claims processing and reduce level of provision required (one-off) as calculated by Actuary.	-100	100				0
Finance	Cllr Craig Cheney	Improve efficiency	Identify treasury management and legacy pension fund savings	By reviewing treasury management and pension fund savings options we could increase income from Treasury management activity and from the release of historic pension funds no longer required.	-220	-100				-320
Finance	Cllr Craig Cheney	Improve efficiency	Review static debt management and duplicate payment processes	Trace and collect money owed from hard-to-reach debtors who have left the area with no forwarding contact information, identify, overpayments, duplicate invoices, unclaimed credits and then manage the recovery process.	-100	50				-50

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000	2023 to 2024 £000	2024 to 2025 £000	2025 to 2026 £000	2026 to 2027 £000	Total £000
Resources		Improve efficiency	Modernise Trade Union facility time arrangements	Review our arrangements for trade union facility time and put in a new modernised facility agreement, reducing budget from £195,000 to £50,000. The remaining budget will be used as a contingency to cover national or regional duties which are requirements of national collective bargaining agreements.	-145					-145
Policy, Strategy and Partnerships		Improve efficiency	Reduce spending on policy and strategy consultancy	The council's central policy function currently has a £50,000 annual budget to pay for occasional external support: for example, if specific expertise on pieces of specialised policy or strategy work. This proposal reduces this budget from £50,000 to £10,000. We are also exploring options for Public Health to make a contribution to the team in recognition of its role making sure that the council considers health in all of its policy work.	-40					-40
Adult Social Care	Cllr Helen Holland	Improve efficiency	Increase access to Continuing Health Care Funding	Implement a dedicated Continuing Health Care (CHC) team to ensure packages that are CHC eligible are appropriately funded.	-350					-350

Bristol City Council Our savings and income proposals 2022 to 2027

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000	2023 to 2024 £000	2024 to 2025 £000	2025 to 2026 £000	2026 to 2027 £000	Total £000
Adult Social Care	Cllr Helen Holland	Improve efficiency	Undertake Care Act reviews	Undertake planned Care Act reviews for people who are receiving care services to ensure we are helping people to maximise independence, access the right support, make best use of community resources and technology-enabled care. This will help ensure people get the best value for money from care services.	-1,000					-1,000
Housing and Landlord Services	Cllr Tom Renhard / Cllr Nicola Beech / Mayor	Improve efficiency	Procure block contracts for temporary accommodation placements	By procuring block contracts in the future for temporary accommodation placements we will make savings through economies of scale, without effecting service delivery.	-725					-725
Housing Delivery, Sustainable City and Climate Change, and Strategic City Planning	Cllr Tom Renhard / Cllr Nicola Beech / Mayor	Improve efficiency	Reduce amount spent on studies to support policy development	Reducing revenue budgets for supplies and services that pay for technical consultant studies.	-40					-40
Transport	Cllr Don Alexander	Improve efficiency	Increase revenue through bus shelter advertising	A new contract has been let via a procurement process, aiming to increase revenue from bus shelter advertising.	-770	-300				-1,070

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000	2023 to 2024 £000	2024 to 2025 £000	2025 to 2026 £000	2026 to 2027 £000	Total £000
All services	Craig Cheney	Improve efficiency	Review addressable spend / third party savings	To maximise benefit for public money through our addressable third party spend which will seek to deliver procurement, contract, and commercial interventions in a range of categories of third party and service activity in order to improve cashable and non-cashable value generated.	-750	350				-400
All services	Cllr Craig Cheney	Improve efficiency	Streamline strategic support services	Joining up pockets of the same or similar, strategic professional support services (common activities) to reduce costs, provide better coordination of our work and better prioritisation of our resources.	-400	-100				-500
Highways	Cllr Don Alexander	Optimise Service Delivery	Continue with the enforcement of the Bristol Bridge restrictions	Continue with the enforcement of the Bristol Bridge restrictions which will generate Penalty Charge Notices whilst encouraging motorists to move towards compliance	-1,200	200	300			-700
Culture		Optimise service delivery	Reduce grant to Bristol Music Trust	Reduction of grant to Bristol Music Trust after substantial investment and opening of Bristol Beacon.		-250	-250	TBC	TBC	-500
Energy	Cllr Nicola Beech	Optimise service delivery	Reprocure energy contracts	Get better value from contracts relating to energy reduction by reprocuring them.	-150	-250				-400

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000	2023 to 2024 £000	2024 to 2025 £000	2025 to 2026 £000	2026 to 2027 £000	Total £000
Legal	Cllr Craig Cheney	Redesign, reduce or stop services	Reduce expenditure on furniture	A reduction in maintenance of furniture budgets can be achieved whilst continuing to maintain the Old Council House as an historic venue for ceremonies.	-11					-11
Legal	Cllr Craig Cheney	Redesign, reduce or stop services	Reduce expenditure on postage	Reduced expenditure on postage in the Register Office due to increased efficiencies from centralisation of services which have no service impact on the public.	-10					-10
Legal	Cllr Craig Cheney	Redesign, reduce or stop services	Change electoral registration processes	There has been a high level of citizen engagement with electoral registration processes through a channel shift to electronic communications rather than paper-based communication. This has reduced the reliance on ICT and printing and generates a saving against this budget line.	-50					-50
Legal	Cllr Craig Cheney	Redesign, reduce or stop services	General Elections	General efficiencies in electoral services.	-15					-15

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000	2023 to 2024 £000	2024 to 2025 £000	2025 to 2026 £000	2026 to 2027 £000	Total £000
Legal	Cllr Ellie King	Redesign, reduce or stop services	Review democratic engagement to modernise service delivery	Conduct a review of Democratic Engagement to modernise ways of working and improve efficiencies. This may require some outlay in year one for new technology (to be met from underspend elsewhere) but should be a recurring saving thereafter.	-35	-15				-50
Legal	Cllr Craig Cheney	Redesign, reduce or stop services	Review of chargeable services and income generation targets within the council's legal services	Set ourselves a higher income target for legal services, following a review of chargeable services and income targets.	-157					-157
Resources	Cllr Craig Cheney	Redesign, reduce or stop services	Reduce spend on learning and development	Reduce discretionary spend on learning and development. Prioritise funding for statutory or mandatory training and learning and development that is in direct support of organisational priorities – such as equality and inclusion, leadership development, health and wellbeing and performance and talent development.	-95					-95

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000	2023 to 2024 £000	2024 to 2025 £000	2025 to 2026 £000	2026 to 2027 £000	Total £000
Policy, Strategy and Partnerships	Mayor	Redesign, reduce or stop services	Reduce work on international twinning	Reduce our international twinning work and limit coordination with volunteer citizens across the city involved in twinning. Work closely with partners to try and find alternative ways to support and encourage twinning-related activities without needing as much coordination from the council, whilst keeping some dedicated part-time staff capacity available so that it is not left completely unsupported.	-23					-23
Policy, Strategy and Partnerships	Mayor	Redesign, reduce or stop services	Reduce investment in Bristol Brussels Office and seek contributions from national partners	Significantly reduce the council's investment in a dedicated Bristol-Brussels Office, which currently helps support the council's policy development and its relationships with key European networks, partners, and potential funders. Instead, work with the UK's major cities as part of the Core Cities network to share this function and focus it on areas which are of mutual interest to cities. This would reduce the council's investment from £30,000 to £3,000 each year. If other cities do not wish to take part, we would be required to close the office.	-27					-27

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000	2023 to 2024 £000	2024 to 2025 £000	2025 to 2026 £000	2026 to 2027 £000	Total £000
Children	Cllr Asher Craig	Redesign, reduce or stop services	Reduce spend by securing better value from services commissioned for Children and Young People	Improve commissioning arrangements for a range of high value contracts for children and young people to deliver improved outcomes and value for money.	-400	-300				-700
Regulatory	Cllr Nicola Beech	Redesign, reduce or stop services	Review the Pest Control Service	The council provides a discretionary Pest Control Service. The review will consider different ways to deliver the service across the city.		-95				-95

Service	Cabinet member	Type of proposal	Proposal	Details	2022 to 2023 £000	2023 to 2024 £000	2024 to 2025 £000	2025 to 2026 £000	2026 to 2027 £000	Total £000
All services		Redesign, reduce or stop services	Management and capacity review	Reduce workforce costs and ensure we prioritise our organisational capacity on Corporate Strategy goals. Measures include: a review of the senior leadership structure; offering a succession planning scheme for managers to apply to leave the council; a review of some council teams; and deleting budgeted vacancies, to ensure we retain capacity in priority areas and reduce the impact on employees. These measures will reduce our overall capacity and mean we will focus on our core priorities. Where any jobs are subject to change appropriate staff consultation will take place, and where any roles are at risk, we will make use of our redeployment scheme, which matches employees to other opportunities in the council.	-2,000	-3,500				-5,500

Table 2: Bridging the gap: budget savings and efficiencies proposals 2022 to 2027. No consultation required.

* Denotes that a review is still to be completed which may deliver savings, and that any savings have not been fully determined at this time.



Section 3: Summary

View the total value of proposals when aligned with themes that we consulted citizens about in autumn 2021.

Bridging the gap: budget savings and efficiencies themes	2022 to 2023 £000	2023 to 2024 £000	2024 to 2025 £000	2025 to 2026 £000	2026 to 2027 £000	Total by theme £000
Property and capital investment	-1,510	-2,050	-895	-550	-468	-5,473
Be more business-like and secure more external resource	-2,847	-1,975	-415	0	0	-5,237
Improve efficiency	-6,342	-904	0	-123	0	-7,369
Digital transformation	-310	0	0	0	0	-310
Reducing the need for direct services	-1,450	-300	50	0	0	-1,700
Redesign, reduce or stop services	-5,407	-7,960	-500	0	0	-13,867
Total	-17,866	-13,189	-1,760	-673	-468	-33,956

Table 3: Summary of savings and efficiencies proposals using budget consultation themes

Equality Impact Assessment



Cumulative Equality Impact Assessment of proposed budget savings 2022-23	
<input checked="" type="checkbox"/> Budget Proposal	<input checked="" type="checkbox"/> Changing
Directorate: Resources	Lead Officer name: Denise Murray
Service Area: Finance	Lead Officer role: Service Director - Finance

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

Budget context

Every year, we agree on a budget for the following year which shows how much money we will be able to spend on the services we provide. The money the council has available to spend on delivering day-to-day services to citizens is called the revenue budget. Bristol City Council is required by law to set a balanced budget however we face a large potential gap in our core budget next year. With such a significant challenge the budget cannot be balanced without additional funding, making greater efficiencies (doing the same for less money) or by transforming the way we do things.

The Council has defined statutory responsibilities, but deliver against a far broader agenda, providing universal services benefiting the whole community, and targeted services aimed at individuals, communities with particular needs, and businesses – administered by our workforce, city partners, stakeholder organisations and commissioned services.

The COVID-19 pandemic has been far reaching, with a lasting impact on our people and our economy. Our finances are stretched to the limit and up and down the country councils are facing similar funding crisis with less money to keep services going. This is because more money is needed to: help citizens with the immediate impact of the COVID-19 pandemic including the economic impact for low-income households; support more people than ever with mental health and social care services; and meet the rising need and cost of home to school transport for children with special educational needs and disabilities (SEND). At the same time, the pandemic saw us receive less income from business rates, commercial rentals, parking, sports facilities, and our museums, shops and cafes – and we expect this trend to continue for some time.

The [Medium Term Financial Plan](#) underpins the Council's financial planning process and outlines the approach we will take to meet the challenges presented by focusing primarily on delivering efficiencies, service re-design programmes which cut across directorate boundaries, and increasing external income and Invest to Save revenue.

The Budget Equality Impact and Cumulative Impact Assessment process

Bristol City Council anticipates the potential impact for different communities of our budget proposals by carrying out an equality impact assessment process on each of the proposed savings. Even when we plan to consult in more detail on specific service delivery proposals at a later time, we must make sure that any proposals that are likely to affect future services are informed by sufficient consultation and proper analysis, this is how we pay due regard to any decisions made. This is so that decision makers can have due regard to any likely disproportionate or negative impact for citizens, service users or employees on

the basis of their protected and other relevant characteristics at the time the budget is approved and on an ongoing basis as propositions are further developed.

This Cumulative assessment looks at the potential collective equality impacts of all the proposed savings and key budget decisions taken together as a whole to identify any particular compound issues or disparities, and what we can do to mitigate them.

Decision making

The recommendations regarding the budget proposals are made by the Mayor in Cabinet and then taken to Full Council, where the budget is set. During the development of budget proposals, officers and Cabinet members have been mindful of the potential impacts that any changes could have on key communities and on the city as a whole, and for several savings proposals there has already been a comprehensive equality impact assessment developed throughout existing projects which has been updated.

We are still scoping changes to our Capital Programme which may result in additional equality impacts. Equality Impact Assessments will be conducted with mitigations for any impacts and published ahead of Full Council.

There are no specific savings currently attached to reviewing waste services, but this will be considered in future in-line with the Bristol Waste business plan and a full Equality Impact Assessment will be conducted.

Our Approach

A key part of our purpose as a local authority is to support those at risk or in need, and the majority of our revenue budgets are spent on services for people. Therefore any change to the costs of delivering our services or our funding, has potential for impact and we have taken into consideration the issue of both direct and indirect impacts on individuals and groups of people when working to deliver a set of proposed budget reductions. It is also important to recognise that although the proposed level of reduction is significant, we will still be spending or directing the spend of significant sums across the city to achieve our priorities.

Our existing Corporate Strategy sets out how we work with other service providers and organisations and how we are planning to meet the challenges of a growing and ageing population, increased demand for care services and make sure people have the services they need, regardless of background.

[Corporate Strategy - bristol.gov.uk](http://bristol.gov.uk)

Our Equality and Inclusion Policy sets our vision: recognising the contributions that people from different backgrounds make, actively tackling inequality and fostering good relationships across our communities. As well as our firm commitment to the Public Sector Equality Duty our aspirations go further to include people in care, refugees and migrants, people with caring responsibilities and the inequality resulting from socio-economic disadvantage. [Equalities policy - bristol.gov.uk](http://bristol.gov.uk)

Our aim is to minimise direct and indirect impacts on our communities in this budget, specifically our communities from equalities groups, people living in deprivation and those with other characteristics, and where impacts are probable or likely, that we mitigate against these how and where we can. In building our approach to these budget reductions, we have at all times sought to find the required savings in areas which have the minimum direct impact on people and been clear how we will reshape the ongoing investment to pick up key areas of work. In this context we have also looked at wider measures which have enabled us to maintain many of our services targeted to those more vulnerable in our city.

As well as asking people about options for Council Tax funding and a Social Care Precept¹, the broad areas of priority that we consulted on are:

- Property and capital investment
- Be more business-like and secure more external resource
- Improve efficiency
- Digital transformation

- Reducing the need for direct services
- Redesigning, reducing, or stopping services

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?

<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	[please select]
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2.1 What data or evidence is there which tells us who is, or could be affected?

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
<u>Census 2011 and Census 2021</u> <u>2011 Census Key Statistics About Equalities Communities</u>	The Census details the demographic profile of Bristol. The first results of the 2021 census will not be available until Spring 2022, so demographic data is still informed by 2011 census and other population related documents (listed below)
<u>The population of Bristol</u>	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.
<u>New wards: data profiles</u> <u>Ward Profiles - Power BI tool</u>	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.
<u>Bristol Quality of Life survey 2020/21 final report</u> <u>Quality of Life 2020-21 — Open Data Bristol</u>	<p>The Quality of Life (QoL) survey is an annual randomised sample survey of the Bristol population, mailed to 33,000 households (with online & 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 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>Additional sources of useful workforce evidence include the <u>Employee Staff Survey Report</u>, <u>Pulse surveys</u> and <u>Stress Risk Assessment Form</u> completed by individuals and teams [internal links only]</p>

<p><u>Citizens' Assembly</u></p>	<p>The citizens' assembly is composed of 60 randomly selected participants. The group reflects as far as possible the diversity of the population in terms of age, sex, ethnicity, disability, employment status, and geographical location. Bristol Citizens' Assembly was part of a process created by the city of Bristol to gather public input to inform its COVID-19 recovery plan.</p>																														
<p><u>Joint Strategic Needs Assessment (JSNA)</u></p>	<p>The Joint Strategic Needs Assessment reports on the health and wellbeing needs of the people of Bristol. It brings together detailed information on local health and wellbeing needs and looks ahead at emerging challenges and projected future needs. The JSNA is used to provide a comprehensive picture of the health and wellbeing needs of Bristol (now and in the future); inform decisions about how we design, commission and deliver services, and also about how the urban environment is planned and managed; improve and protect health and wellbeing outcomes across the city while reducing health inequalities; and provide partner organisations with information on the changing health and wellbeing needs of Bristol, at a local level, to support better service delivery.</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><u>HR Analytics: Power BI reports (sharepoint.com) [internal link only]</u></p> <p><u>Equality and Inclusion Annual Progress Report 2020-21 (pdf, 982KB) Appendix – Workforce Diversity Data – summary analysis</u></p>	<p>The Workforce Diversity Report shows Bristol City Council Workforce Diversity statistics for Headcount, Sickness, Starters and Leavers data. The report is updated once a month with data as at the end of the previous month. It excludes data for Locally Managed Schools/Nurseries, Councillors, Casual, Seasonal and External Agency employees. The report is based on the sensitive information that staff add to Employee Self Service on iTrent (ESS).</p> <table border="1" data-bbox="651 1653 1516 2143"> <thead> <tr> <th></th> <th>BCC headcount % (30 Nov 2021)</th> <th>Bristol Working Age Population (16-64)</th> </tr> </thead> <tbody> <tr> <td>Age 16-29</td> <td>12.7%</td> <td>39.0%</td> </tr> <tr> <td>Age 30-39</td> <td>22.2%</td> <td>24.0%</td> </tr> <tr> <td>Age 40-49</td> <td>24.4%</td> <td>16.0%</td> </tr> <tr> <td>Age 50-64</td> <td>40.7%</td> <td>21.0%</td> </tr> <tr> <td>Disabled</td> <td>9.0%</td> <td>12.0%</td> </tr> <tr> <td>Asian / Asian British</td> <td>2.6%</td> <td>5.8%</td> </tr> <tr> <td>Black / Black British</td> <td>5.1%</td> <td>5.3%</td> </tr> <tr> <td>Mixed ethnicity</td> <td>3.5%</td> <td>2.9%</td> </tr> <tr> <td>Other ethnic groups</td> <td>0.5%</td> <td>1.0%</td> </tr> </tbody> </table>		BCC headcount % (30 Nov 2021)	Bristol Working Age Population (16-64)	Age 16-29	12.7%	39.0%	Age 30-39	22.2%	24.0%	Age 40-49	24.4%	16.0%	Age 50-64	40.7%	21.0%	Disabled	9.0%	12.0%	Asian / Asian British	2.6%	5.8%	Black / Black British	5.1%	5.3%	Mixed ethnicity	3.5%	2.9%	Other ethnic groups	0.5%	1.0%
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	White	80.2%	85.0%
	Female	60.4%	49.0%
	Male	39.2%	51.0%
	Use another gender term	0.1%	-
	Christian	26.5%	43.5%
	Other religion/belief	6.7%	7.3%
	No religion/belief	39.8%	41.5%
	Lesbian, Gay or Bisexual	5.6%	9.1%
	Trans	0.1%	-
<p>Nomis - Official Labour Market Statistics (nomisweb.co.uk)</p> <p>Business demography, UK - Office for National Statistics (ons.gov.uk)</p>	<p>Within the West of England, Bristol is the primary economic centre and prior to COVID-19 nearly half of all the jobs (44.8%) and enterprises (40.1%) were located in Bristol. The employment rate in Bristol is the second highest of the UK core cities and above the national average at 75.4%. Bristol has a higher proportion of people employed in managerial, professional and technical roles (58% compared to 50% for Great Britain).</p> <p>While the diverse and high skilled economy of the city has provided protection for some of our key industries and employment, there has been significant impact on key sectors e.g. hospitality, retail and leisure. 12,300 working age residents were unemployed in the 12 months ending December 2020, a rate of 4.6% equal to the UK unemployment rate (model based). In July 2021 16,585 working age residents were claiming out of work benefits, this represents 5.2% of the city's working age population. The overall claimant count includes 2,890 young people aged 16-24 years (17% of claimants) and 3,175 residents aged 50 years and over (19% of claimants).</p> <p>In 2020 there were 22,780 business units in Bristol (VAT / PAYE registered), 18,560 business units (over 81%) with 0-9 employees and therefore classified as micro businesses. Just under 19% of registered businesses in 2020 were private sector employers with 10-250 people. Bristol had 91.3 business start-ups per 10,000 working age population in 2019.</p>		
<p>Designing a new social reality - Research on the impact of covid-19 on Bristol's VCSE sector and what the future should be – Black South West Network 2020</p>	<p>Local research has highlighted how long-term underinvestment and lack of equity in funding and procurement has eroded the local Voluntary and community sector – in particular for Black and minority ethnic led organisations. 30% of the organisations surveyed stated to operate on an annual budget below £5,000, and an additional 18% operated on below £25,000. 42% of the organisations sampled had no paid staff at all and fully relied on volunteers to deliver their activities and services.</p>		
<p>Delivering an inclusive economy post COVID-19</p>	<p>Our local partners have conducted some research into the impact of covid and women, and have provided recommendations on what service providers can do to reduce impact further impact.</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?

Although our corporate approach is to collect diversity monitoring for all relevant characteristics, there are gaps in the available local diversity data for some characteristics, especially where this has not always historically been included in census and statutory reporting e.g. for sexual orientation. We also know there are some under-reporting gaps in our workforce diversity information - where personal and confidential information is voluntarily requested from staff.

Although disabled people, lesbian gay and bisexual people, and older age groups were well represented in consultation responses, women were somewhat underrepresented (41%), as were young people (aged under 24), Black/Black British and Asian/Asian British people, and Muslims.

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

We held a public Budget Consultation from Friday 5 November 2021 until Friday 17 December 2021. Alongside asking for views on different options for Council Tax next year in different formats including an [EasyRead](#) and a [British Sign Language](#) version, we shared some of the broad areas where we were looking at to reduce council spend to seek citizen's view. We made it clear in our communications that "We know we may need to consult with you about some of our more detailed saving proposals before we make any final decisions about them in future, and they may include difficult choices." In carrying out budget saving equality impact assessments we have also incorporated key learning from local equalities communities in response to previous consultations.

2.5 How will engagement with stakeholders continue?

All responses to the Budget Consultation will be analysed and included in the Council's Budget report that will be published on the Bristol City Council website in early 2022. We will take Budget consultation responses into account when developing our final proposals to put to the Cabinet and a meeting of the Full Council for approval. The final decision will be taken by Full Council at its budget setting meeting in February / March 2022.

Following the setting of the overall budget envelope there will be extensive engagement, consultation and co-design with affected communities on *some* specific proposals which will inform future decision making prior to implementation. Our approach to public engagement and consultation will proactively target under-represented respondents to increase the participation of people from equality groups and their local representative organisations. This will help to ensure that our services and actions are informed by the views and needs of all our citizens.

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

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

As well as identifying whether budget changes will have a disproportionate impact on particular groups (e.g. because they are over-represented in a particular cohort of affected service users), we need to pay particular attention to the risk of indirect discrimination: when an apparently neutral decision

puts members of a given group at a particular disadvantage compared with other people because of their different needs and circumstances.

Decision makers will have the ability to make changes to some of the individual spending plans following further consultation as appropriate and detailed evaluation of the impact of specific proposals. Within the proposed budget envelope there will be financial mitigation put aside for a degree of re-profiling and agreed amendments to proposals which may occur due to future consideration of equalities issues or other factors.

Where budget proposals are likely to impact on our workforce we will carry out consultation in line with the Council's Management of Change process and seek advice from HR and the Equality and Inclusion Team to mitigate risks of discrimination. For any savings which are likely to lead to changed job roles for our employees we will: use positive action initiatives as appropriate to address under representation across the workforce; advertise any new job opportunities in a range of ways to ensure a wide pool of applicants; review job paperwork including job descriptions and employee specification to make they are only for the skills, experiences and qualities needed to do the job and there are no discriminatory statements, requirements; and check tests, assessments and interview processes are accessible and transparent. Whilst such a significant reduction in budget will inevitably reduce the overall number of jobs in the council, we are already taking steps to reduce the impact on employees. For example, through vacancy management with the common activities programme, by deleting budgeted vacancies and also reducing the number of managers through succession planning. Where any jobs are subject to change we will prioritise redeployment opportunities for affected colleagues. For proposals which are likely to impact external workforce teams e.g. in commissioned services, we will consider any likely disproportionate impacts of TUPE transfer arrangements etc.

Proposals which look at reducing the number of buildings we use are also very much focused on making sure they have good quality facilities. Where proposals relate to changing work locations or conditions we will also consider the impact on those who may be more reliant on car parking or public transport; and provide and support access to funding for workplace adaptations and aids to enable disabled employees to obtain and retain their employment. We will provide reasonable adjustments whenever they are required and promote flexible working patterns wherever possible to maximise opportunities for people with caring responsibilities and those from faith groups or other relevant requirements.

As there is evidence showing that lack of equity in funding and procurement has eroded the local voluntary and community sector, we need to consider the extent to which any proposed reductions in budgets for commissioned services, or proposals to increase income (e.g. by reducing subsidies, passing on increased costs, or charging more commercial rates for premises and services) may have a disproportionate impact and without alternative income generating opportunities for the sector, could undermine the resilience of smaller organisations which are led by and/or support local equalities communities.

We are also aware of existing structural inequality and particular considerations, issues and disparities for people in Bristol based on their characteristics, and background which we have taken into account in making this budget proposal (see details below).

Priority areas and high-level summary of potential cumulative impact

Property and capital investment

How we get the best use of our assets, reduce our office accommodation and find new ways to share building space with partners and/or community groups. Amongst other things this could include a review on how much we charge businesses or other organisations that rent or lease from us, in most cases increasing rents. We may also use more of our capital (physical infrastructure) investments to reduce

- **Increasing rent/lease charges on property may have a disproportionate impact on small businesses and the local voluntary and community sector** – in particular for Black and minority ethnic led organisations, and for those who support equalities groups. We will consider Social Value in all future cost/benefit analysis.
- **Reducing office accommodation is likely to have a disproportionate impact on some employees**

<p>ongoing costs, for example by prioritising spending on preventative maintenance rather than new infrastructure. We would develop a plan that will:</p> <ul style="list-style-type: none"> • Identify opportunities to reduce the number of properties we manage to reduce risks, liabilities and revenue costs of the council’s estate • Directly respond to the climate emergency by reducing carbon emissions from our estate • Increase cost effectiveness of our buildings by increasing usage and value-for-money of our estate <p>(87% of consultation respondents agreed with this overall approach)</p>	<p>e.g. those who are more reliant on car parking or public transport (Age, Disability, Pregnancy/Maternity). We will provide and support access to funding for workplace adaptations and aids to enable disabled colleagues to obtain and retain their employment; promote flexible working patterns wherever possible to maximise opportunities for people with caring responsibilities; and continue to provide multi-faith spaces at our main working sites.</p>
<p>Be more business-like and secure more external resource</p> <p>When we charge clients, partners or citizens for goods or services, we may do so at the kind of market rates that you’d expect from a private business and reducing subsidies by other taxpayers. We may seek to secure more grants and external funding for services and activities, and collect debts which are owed to us ethically, but more effectively.</p> <p>(78% of consultation respondents agreed with this overall approach)</p>	<ul style="list-style-type: none"> • Increasing charges for goods/services may have a disproportionate impact on small businesses and the local voluntary and community sector in particular for Black and minority ethnic led organisations, and for those who support equalities groups. we will consider the impact of particular users on a case-by-case basis, promote initiatives which address lack of equity, and provide discretionary concessions for external equalities-led stakeholder organisations where appropriate.
<p>Improve efficiency</p> <p>Improving business efficiency by joining up services, removing unnecessary duplication, doing things once and buying our goods and services smarter to make sure we get great value from our suppliers. In improving our processes, we will ultimately benefit our citizens and the wider organisation</p> <p>(95% of consultation respondents agreed with this overall approach)</p>	<ul style="list-style-type: none"> • Any reduction in Council staffing could have a disproportionate impact for some employees, particularly on the basis of age, disability, ethnicity and sex where there are existing pay gaps and disparities. Where colleagues are in scope for a specific saving proposal that goes ahead following Full Council’s setting of the budget, we will carry out consultation in line with our HR Managing Change policy where required. Whilst such a significant reduction in budget will inevitably reduce the overall number of jobs in the council, we are already taking steps to reduce the impact on employees. For example, through vacancy management with the common activities programme, by deleting budgeted vacancies and also reducing the number of managers through succession planning. Where any jobs are subject to change we will prioritise redeployment opportunities for affected colleagues. It will be the main focus of the senior leadership team and managers to look at the impact of these changes and how we re-prioritise our work against our Corporate Strategy priorities. If managers and their teams are being asked to do ‘more for less’ we will prioritise workplace mental health and wellbeing initiatives.
<p>Digital transformation</p> <p>Making more use of digital technology to help remove or reduce costs. Through more use of digital technology, we can be more efficient and effective, whilst improving outcomes by targeting services to those who need them and addressing digital exclusion</p>	<ul style="list-style-type: none"> • Some groups in Bristol are much less likely to feel comfortable using digital technology, including older people, disabled people, carers, those living in Council accommodation and in the most deprived areas of the city – We will invest in making our digital services more accessible and

<p>- those who can't access digital services or find using them difficult or unaffordable. (90% of consultation respondents agreed with this overall approach)</p>	<p>ensure there are always alternatives for those that need them. The council is using innovative ideas to address digital exclusion Digital inclusion scheme - bristol.gov.uk and the efficiencies gained through prioritising digital services can be used to provide better face to face or alternative services.</p>
<p>Reducing the need for direct services Working to develop and enable other organisations, communities, and individuals to take things on, where possible doing less directly ourselves. Work to build resilience and prevent problems in people's lives escalating, intervening early to support independence and prevent more need for us in the future (65% of consultation respondents agreed with this overall approach)</p> <p>Redesigning, reducing, or stopping services Different ways we can deliver services whilst saving costs such as merging, redesigning, or allowing others to deliver services on our behalf. Where necessary, stopping, reducing, changing, or pausing services to make savings, without there necessarily being any replacement for them, based on the need to fund our highest priorities (51% of consultation respondents agreed with this overall approach)</p>	<ul style="list-style-type: none"> • Stopping, reducing or increasing the threshold of need at which we offer services may have a disproportionate impact on vulnerable citizens including on the basis of their protected characteristics, deprivation and caring responsibilities. Because the underlying reasons for the Council's budget deficit are very far reaching and likely to impact other public bodies and providers - we will avoid making any assumptions that people's needs will still be met by other / external provision if we reduce or decommission our existing services. We will ensure that service redesign is informed by meaningful consultation, comprehensive needs analysis and equality impact assessment that includes consideration of the changing landscape of external specialist provision.
<p>Council Tax funding The Council Tax options we consulted on ranged from making no change to a 1.99 per cent increase in the amount you pay for general council services. This increase would add around £28.72 per year (55 pence per week) to the council's element of the bill for a typical band B property. It would also raise around £4.7 million towards meeting the council's rising costs. This excludes the amount charged or raised by the Fire Services and Police and Crime Commissioner who decide individually on levels of Council Tax precept. No increase would widen the budget gap in 2022 to 2023, meaning we would need to look at ways of increasing income or finding more savings or efficiencies.</p>	<ul style="list-style-type: none"> • Consultation respondents living in the most deprived areas of Bristol were more likely to prefer no increase to core Council Tax (45% compared to 22% for those living in the least deprived areas). Likewise those in the least deprived areas were most likely to prefer an increase of 1.99% • Continuation of the Council Tax Reduction scheme at the same level of up to 100% would provide financial assistance with Council Tax bills for working age adults who are on a low income or less able to pay and pensioners.
<p>Social Care precept We consulted on a range of Social Care Precept options from making no change to a 1 per cent increase, on top of any increase in core Council Tax. An additional 1 per cent Social Care Precept increase would raise an additional £2.4 million to be spent on adult social care services. This would increase the council element for a band B property by a further £14.36 (or 28 pence per week). Having no increase would widen the budget gap in 2022 to 2023, increasing the need to find ways of generating income or identify further savings or efficiencies to support adult social care services.</p>	<ul style="list-style-type: none"> • Consultation respondents living in the most deprived areas of Bristol were more likely to prefer no additional Social Care Precept (53% compared to 27% for those living in the least deprived areas).
<p>Age: Young People</p>	<p>Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>

Cumulative impact and mitigations	<p>Proposals to review services improve efficiency, align payments and make savings in commissioned services for children and young people may reduce the focus on providing accessible and flexible services unless revised specifications have an explicit equality and inclusion focus.</p> <p>Workforce efficiencies and changes may have a disproportionate impact on younger employees who are more likely to be employed on fixed term contracts and a large proportion of under 35's are leaving after the end of a fixed term contract. The impact of increased working from home during COVID-19 restrictions can make it harder for younger and newer employees to be fully part of pre-existing teams – this will be mitigated where possible through positive action initiatives and ongoing liaison with the Young Professionals Network staff led group.</p>
Existing issues / considerations	<p>Community and living / engagement</p> <ul style="list-style-type: none"> • Young people are often under-represented in engagement and consultation and in Bristol are less satisfied than average with the way the council runs things. • Children and young people in Bristol are considerably more ethnically diverse than the overall population of Bristol. • Young people in Bristol are more likely to find inaccessible public transport prevents them from leaving their home when they want to • Young people are more likely to feel comfortable using digital services <p>Health and wellbeing</p> <ul style="list-style-type: none"> • Children and young people from the most deprived areas of Bristol have the poorest outcomes in health and education in terms of health, education and future employment etc. • Young people in Bristol are more likely to have poor emotional health and wellbeing <p>Economic / Education and Skills</p> <ul style="list-style-type: none"> • 6.8% of 16-17 year olds (2020/21) were “not in education, employment or training” (NEET) • Young adults are most likely to have lost work or seen their income drop because of COVID-19
Age: Older People	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Cumulative impact and mitigations	<ul style="list-style-type: none"> • Savings proposals which relate to transport, buildings, parking, parks and green spaces etc. may lead to service changes which have a disproportionate on older citizens unless there is ongoing consideration of their particular needs. • The population of older people in Bristol is increasingly diverse and proposals to make savings in commissioned services for older adults may reduce the focus on providing accessible and flexible services unless revised specifications have an explicit equality and inclusion focus. • Workforce efficiencies and changes may have a disproportionate impact on older employees if they are closer to retirement age – see comments above re. mitigating risks of discrimination.
Existing issues / considerations	<p>Community and living / engagement</p> <p>Older people in Bristol are:</p> <ul style="list-style-type: none"> • less likely to be comfortable using digital services • more likely to be reliant on public and community transport • more likely to help out or volunteer in their community <p>Health and wellbeing</p> <ul style="list-style-type: none"> • Older people in Bristol are more likely to be an unpaid carer • Bristol Ageing Better says at least 11,000 older people are experiencing isolation in the city. • We must factor aging and the needs of older people into long term budgeting and service design • Older people are more likely to experience “Limited day to day activities” <p>Economic / Education and skills</p>

	<ul style="list-style-type: none"> Older people are less likely to have formal qualifications
Disability	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Cumulative impact and mitigations	<p>Where there are proposals to make general savings and efficiencies to services and better use of technology we must ensure that our capacity to make anticipatory and responsive reasonable adjustments for disabled people is not in any way reduced. We will ensure that those who require resources in alternative formats or who need phone or face-to-face support can still access it. We will involve disabled users in testing new technology to make sure accessibility features are effective.</p> <p>Where possible proposals will explicitly address the needs of disabled people such as Better Lives At Home changes to <u>HomeChoice</u> which will prioritise people with care needs and learning disabilities in the allocation of Council accommodation.</p> <p>We should consider whether any savings proposals which aim to reduce or introduce new charges for services which particularly benefit disabled people might reduce our public sector equality duty to advance equality of opportunity.</p> <p>Workforce efficiencies and changes may have a disproportionate impact on disabled colleagues unless emerging accessibility issues are adequately mitigated through ongoing equality impact assessment and liaison with the Disabled Colleagues Network prior to implementation. The overall proportion of disabled employees in the Council has been stable and slowly increasing, however there is a disability pay gap and disabled employees are over-represented in those submitting grievances, and subject to disciplinaries. This should be addressed through a range of positive action initiatives.</p>
Existing issues / considerations	<p>Community and living / engagement</p> <ul style="list-style-type: none"> 17% of Bristol’s population are disabled. There are more disabled women than men living in Bristol. A higher proportion of disabled people rent from a social provider (local authority or housing association) Disabled people have lower car ownership levels Disabled people are less likely to be in rent arrears <p>Health and wellbeing</p> <ul style="list-style-type: none"> There is a disproportionate impact of COVID-19 on disabled people <u>The lived experience of disabled people during the COVID-19 pandemic - GOV.UK (www.gov.uk)</u> Disabled people should be empowered to make independent living choices and have a say in access to service provision. Budget setting needs to provide sufficient resource and flexibility to meet our legal duty to make anticipatory and responsive reasonable adjustments for disabled people including: <ul style="list-style-type: none"> changing the way things are done e.g. opening / working times; changes to overcome barriers created by the physical features of premises. providing auxiliary aids e.g. extra equipment or a different or additional service. is ‘anticipatory’ so we must think in advance and ongoing about what disabled people might reasonably need. Disabled people must not be charged for their reasonable adjustments, accessible formats or other adaptations. It is a legal requirement under the Equalities Act to ensure information is accessible to disabled employees and service users. <p>Economic / Education and skills</p> <ul style="list-style-type: none"> The UK Disability pay gap is 20% (2020) Disabled people are less likely to be employed in a managerial or professional occupation

	<ul style="list-style-type: none"> • 22% of disabled people aged over 16 are economically active in Bristol compared with 70% of the general population and are more likely to work part time. • Disability increases with age: 4.1% of all children, for the working age population it increases to 12.3% and for people aged 65 and over it increases to 55.9%. • Disabled people on average have lower qualification levels than the population as a whole. <p>Crime and safety</p> <ul style="list-style-type: none"> • Disabled people experience higher rates of hate crime and domestic abuse compared to the general population
Sex	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Cumulative impact and mitigations	<p>Although statutory and specialist provision will be preserved the cumulative impact of proposed savings may still have a disproportionate impact on women because of existing economic and structural inequalities which mean that they are more dependent on existing services. Service redesign should take into consideration the differing needs of female and male service users.</p> <p>Workforce efficiencies and changes will have a disproportionate impact on women as 60% of employees, however there is wide variance in the proportion of female and male employees between teams. Female employees are much more likely to work part time which is likely to be because of unpaid caring responsibilities for children and older adults. This can be partly mitigated through the Council's Flexible Working Policy and we are committed to helping all employees achieve a balance between their working life and other priorities such as parental and caring responsibilities etc. Female employees are also over-represented on the lowest salary bands and in March 2021 mean average pay for men was 4.26% higher than that of women, and the median average for men was 8.53% higher than that of women.</p>
Existing issues / considerations	<p>Health and wellbeing</p> <ul style="list-style-type: none"> • Women still bear the majority of caring responsibilities for both children and older relatives. • Services and workplace requirements may not take into consideration the impact of women's reproductive life course including menstruation, avoiding pregnancy, pregnancy, childbirth, breastfeeding, and menopause. • Young women between the ages of 16 and 24 have higher risk of common mental health problems and higher rates of self-harm and post-traumatic stress disorder etc. • Bristol female preventable mortality rates are significantly higher than the England rates • Men and boy's health is in general poorer than that of women and girl's • Male life expectancy at birth in Bristol is around four years less than for females. • On average men in Bristol live 18 years in poor health, women live 22 years in poor health • A higher proportion of boys have physical impairments and more boys than girls have diagnosed mental health disorders and learning difficulties. • Men in Bristol are more likely than women to have unhealthy lifestyle behaviours including being overweight and obese, smoking, alcohol and substance misuse • There are differences between men and women in health practices and the way they use health services • Men are three times more likely than women to take their own lives. <p>Economic / Education and skills</p> <ul style="list-style-type: none"> • Women in Bristol (as in the rest of the country) are poorer than men and receive on average a higher proportion of their income from benefits

	<ul style="list-style-type: none"> Nationally the gender pay gap was 15.5% in 2020. This shows the relative pay gap between female and male employees and how the balance of pay is distributed in an organisation irrespective of equal pay for job roles. Women are more likely to be excluded from conversations which affect decision making due to lack of representation in boards / organisational leadership. Women are likely to be disproportionately impacted by public sector job cuts or pay freezes since they form the majority of public sector workers. with increased childcare costs, this may lead to lower rates of employment for women and an increase in the pay gap. <p>Crime and safety</p> <ul style="list-style-type: none"> Nationally 27% of women experience domestic abuse in their lifetimes. The rate of recorded domestic abuse incidents in Bristol has shown a significant rise over the last two years and 74% of victims were female.
Sexual Orientation	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Cumulative impact and mitigations	<p>Proposals to make savings in externally commissioned services may reduce the focus on providing LGBTQ+ friendly services unless revised specifications have an explicit equality and inclusion focus.</p> <p>Workforce efficiencies and changes may have a disproportionate impact on sexual orientation if relocated lesbian, gay and bisexual staff have concerns about discrimination in their new setting. The Council is committed to promoting an inclusive working environment and challenging discriminatory behaviour.</p>
Existing issues / considerations	<p>Health and wellbeing</p> <ul style="list-style-type: none"> Research shows LGBT people face widespread discrimination in healthcare settings and one in seven LGBT people avoid seeking healthcare for fear of discrimination from staff The Stonewall LGBT in Britain - Health Report shows LGBT people are at greater risk of marginalisation during health crises, and those with multiple marginalised identities can struggle even more. In communications we should signpost and refer where possible to mutual aid and community support networks². Research has shown that LGBT people are more likely to be living with long-term health conditions, are more likely to smoke, and have higher rates of drug and alcohol use. Half of LGBT people experienced depression in the last year 14% of LGBT people have avoided treatment for fear of discrimination because they are LGBT. <p>Crime and safety</p> <ul style="list-style-type: none"> Lesbian, gay and bisexual people are statistically more vulnerable to verbal and physical abuse 1 in 5 Lesbian, Gay, Bisexual and Trans (LGBT) staff have been the target of negative comments or conduct from work colleagues in the last year because they're LGBT. More than a third of LGBT staff have hidden or disguised that they're LGBT at work in the last year because they were afraid of discrimination. 1 in 10 Black, Asian and Minority Ethnic LGBT staff have similarly been physically attacked because of their sexual orientation and /or gender identity, compared to 3% of White LGBT staff One in four lesbian and bisexual women have experienced domestic abuse in a relationship, one third of them were abused by a man. Almost half of all gay and bisexual men have experienced at least one incident of domestic abuse from either a family member or a partner since the age of 16. <p>Council Workforce</p>

	<ul style="list-style-type: none"> The proportion of LBG employees in the Council workforce is steadily increasing. 10% of new starters say they are lesbian, gay or bisexual in confidential diversity monitoring.
Pregnancy and Maternity	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Cumulative impact and mitigations	<p>Savings proposals which relate to transport, buildings, parking, parks and green spaces etc. may lead to service changes which have a disproportionate on pregnancy and maternity unless there is ongoing consideration of particular access and support needs.</p> <p>Workforce efficiencies and changes may have a disproportionate impact on pregnancy employees. We need to ensure equal access to recruitment, personal development, promotion and retention for employees who are pregnant or on maternity leave - including briefing and updates for any workforce changes.</p>
Existing issues / considerations	<p>Community and living / engagement</p> <ul style="list-style-type: none"> The Equality Act 2010 applies to those who are pregnant or have given birth in the past 26 weeks, as well as making provisions to protect the rights of breastfeeding mothers. As with disabled people, service providers physical access when using prams and pushchairs, and availability of toilets and baby-changing facilities etc. as well as flexibility of opening times etc. to meet the needs of people to make childcare arrangements <p>Health and wellbeing</p> <ul style="list-style-type: none"> Around 80% of women will give birth and many women will also experience termination, miscarriage and stillbirth Black, Asian and Minority Ethnic women more likely to experience complications at birth
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Cumulative impact and mitigations	<p>Proposals to make savings in externally commissioned services may reduce the focus on providing trans inclusive services unless revised specifications have an explicit equality and inclusion focus.</p> <p>Workforce efficiencies and changes may have a disproportionate impact on relocated trans employees if they have concerns about discrimination in their new setting. The Council is committed to promoting an inclusive working environment and challenging discriminatory behaviour.</p>
Existing issues / considerations	<p>Health and wellbeing</p> <ul style="list-style-type: none"> Bristol City Council is committed to providing and promoting inclusive services for trans people in Bristol. In normal circumstances trans people (including those who identify as non-binary) should be referred to the service that they mostly identify as. As with sexual orientation above, we need to ensure that savings proposals do not erode existing good practice that helps to make services more inclusive. <p>Crime and safety</p> <ul style="list-style-type: none"> As sexual orientation above transgender people are statistically more vulnerable to verbal and physical abuse. Transgender people regularly face prejudice and discrimination because of the way in which they transgress many of the norms of our culture and society. 1 in 8 Trans people (12%) in the workplace have been physically attacked by customers or colleagues in the last year because they were Trans <p>Council Workforce</p> <ul style="list-style-type: none"> In 2020-21 we began including reporting of Bristol City Council employees who have answered the question “Do you consider yourself to be Trans?” on confidential HR records. At end of November 2021 70%% of staff had not yet responded this question and only four employees had answered ‘yes’.

	<ul style="list-style-type: none"> • There is no local economically active comparison to benchmark the number of Trans employees, and we do not have an accurate picture of how many trans people there are in the UK or locally. • The best estimate currently is that around one per cent of the UK population might identify as Trans, including people who identify as non-binary. That would mean about 600,000 Trans and Non-Binary people in Britain, out of a population of over 60 million . • On the same basis there may be over 4,600 Trans and Non-Binary people living in Bristol. The numbers of people in Britain who have obtained a gender recognition certificate are much smaller (less than 5,000 people in 2018).
Race	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Cumulative impact and mitigations	<p>Without an explicit focus on addressing race inequality in service redesign the cumulative impact of proposed savings may have a disproportionate for Black and racially minoritised communities because of existing structural inequality and disparities in terms of health, housing, education, employment etc . All service change proposals will be subject to ongoing equality impact assessment and we continue to work with our strategic partners to meet the needs of Bristol’s diverse population.</p> <p>Workforce efficiencies and changes may have a disproportionate impact on Black, Asian and minority ethnic employees who proportionally under-represented on higher salary bands, and statistically more likely to raise formal grievances and be subject to disciplinarys. This should be mitigated through a range of positive action initiatives and specific race equality actions.</p>
Existing issues / considerations	<p>Community and living / engagement</p> <ul style="list-style-type: none"> • In the last census (2011) 16% of the population belonged to a Black, Asian or minority ethnic group and this is likely to be higher now. • The top three countries of birth outside UK for Bristol residents are Poland, Somalia and India. • Black, Asian and minority ethnic households are less likely to own their home and more likely to living in overcrowded housing and intergenerational households. Bangladeshi and Pakistani groups are more likely to live in multi-family households. • Black people in the UK are less likely to hold a driving licence and more likely to rely on public transport. • Black Asian and minority ethnic groups in Bristol are more likely to find inaccessible public transport prevents them from leaving their home when they want to • Black Asian and minority ethnic people are underrepresented in political and civic leadership. • People who do not speak English as a main language may require information in plain English and community language translations or videos etc. <p>Health and wellbeing</p> <ul style="list-style-type: none"> • Black, Asian and minority ethnic people are disproportionately impacted by COVID-19 • Risk factors that are more prevalent amongst Black and minoritised communities in Bristol may include: poor housing, occupations which do not provide opportunities to work from home, unstable work conditions and incomes, stress, comorbidities such as high blood pressure, diabetes, obesity, and existing heart/lung disease • Without explicit consideration of ethnicity within health inequalities work there is a risk of partial understanding of the processes producing poor health outcomes and ineffective intervention. <p>Economic / Education and skills</p>

	<ul style="list-style-type: none"> • Ethnic minorities in Bristol experience greater disadvantage than in England and Wales as a whole in education and employment and this is particularly so for Black African people². • Bangladeshi, Pakistani, and Black ethnic groups are more likely to live in deprived neighbourhoods; and the same groups and Chinese ethnicities are about twice as likely to live on a low income and experience child poverty compared to White groups • Although the race or ethnicity pay gap has narrowed in recent years there are still wide pay differences between particular ethnic groups and most minoritised ethnic groups earn less on average than White British people. • Black African young people are disadvantaged in education compared to their White peers⁸. A disproportionately high percentage of Bristol school pupils from Black, Asian and minority ethnic backgrounds are excluded from school and In Bristol pupils with the lowest 'Attainment 8' scores are from a Black ethnic background (highest from Chinese ethnic background.) • Organisations may lack cultural competence because Black, Asian and minority staff are under- represented. • People from Black African, Other, and Black Caribbean groups have persistently high levels of unemployment and almost all minoritised ethnic groups in Bristol experience employment inequality when compared to White British people. • 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 taxis, takeaway restaurants etc. <p>Crime and safety</p> <ul style="list-style-type: none"> • Black / Black British people in Bristol are more likely have been a victim of crime in the past 12 months (20.7% compared to 11.4% average), and less likely to feel safe outdoors after dark. • Police crime records show racial motivation is by far the most prevalent form of hate crime in Bristol
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Cumulative impact and mitigations	<p>Whilst the overall budget setting proposals have prioritised essential services there is a risk that the cumulative impact of savings in non-essential areas may have a disproportionate impact on people from non-Christian faith groups who are less likely to be satisfied with the range and quality of outdoor and cultural events, parks and green spaces and other amenities in the city. We will work with faith-led organisations in the city to understand the emerging needs of faith groups as part of ongoing service design.</p> <p>Council workforce efficiencies and changes may have a disproportionate impact on some faith groups as the category "Other religion or belief" is disproportionately represented at the lowest salary bracket of Council employees. The main City Hall and Temple St work sites have a multi-faith room, and we will continue to promote flexible working patterns wherever possible to accommodate faith holidays and prayer requirements etc.</p>
Existing issues / considerations	<ul style="list-style-type: none"> • There are at least 45 religions represented in Bristol. Approximately 1 in 20 people in Bristol are Muslims, and Islam is the second religion in Bristol after Christianity • Budget proposals should take into account differing needs because of people's religion and belief (for example different requirements around diet, life events, and holidays) • Having a designated multi-faith room can make environments such as workplaces and shopping centres is more accessible and friendly for people from faith groups where regular prayer is required.

² CoDE Briefing Bristol v2.pdf (runnymedetrust.org)

Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Cumulative impact and mitigations	None identified
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Cumulative impact and mitigations	<p>In the absence of a more detailed needs analysis, which will be undertaken prior to implementation of specific proposals, we can highlight at this stage the overarching risk that a cumulative impact of multiple proposals which aim to generate funds through increased charging may have a disproportionately negative impact on low income households and people living in poverty unless this is adequately mitigated. We have addressed this risk as far as possible by protecting frontline services and prioritising services for those most in need, and through specific proposals such as allocating of a proportion of the discretionary Local Crisis Prevent Fund to support qualifying new and existing council tenants with emergency living expenses and household goods, maximising income from Council Tax Social Care Precept, and the continuation of the Council Tax Reduction Scheme at a rate of up to 100% discount.</p> <p>The Housing Revenue Account budget proposes that Council tenants' rents and service charges increase by 4.1%, which is 1% increase above inflation. For tenants who are in rent arrears this proposal will influence their current debt situation. We will be mindful that support should be put in place for those who have been identified as having existing arrears and help from appropriate services will be forthcoming. We will also reinvest rents in housing so there are benefits in terms of helping to fund housing supply and make other improvements for tenants.</p>
Existing issues / considerations	<ul style="list-style-type: none"> • Bristol has 41 areas in the most deprived 10% in England, including 3 in the most deprived 1%. The greatest levels of deprivation are in Hartcliffe & Withywood, Filwood and Lawrence Hill. • In Bristol 15% of residents - 70,800 people - live in the 10% most deprived areas in England, including 19,000 children and 7,800 older people. • 9.8% (approximately 19,572 households) of all households in Bristol are living in fuel poverty (BEIS, 2020) • 4.2% of households have experienced moderate to severe food insecurity, rising to 13% in the most deprived areas of the city (QoL 2020-21) • 25% of people in Bristol are dissatisfied with the way the Council runs things, but this is 43% for people living in the most deprived areas of the city (QoL 2020-21). • The inequalities gap in life expectancy between the most and least deprived areas in Bristol is 9.6 years for men and 7.2 years for women.
Carers	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Cumulative impact and mitigations	<ul style="list-style-type: none"> • Whilst the increasing move towards hybrid working is beneficial for some employees with caring responsibilities, proposed workforce efficiencies and changes can have a disproportionate impact if there are significant alterations made to travel requirements or working patterns. We will promote flexible working patterns and consider the needs of those who may be more dependent on vehicle use as part of any Management of Change Process.
Existing issues / considerations	<ul style="list-style-type: none"> • Being a carer can be a huge barrier to accessing services and maintaining employment • We need to consider the timing/availability of services, events etc. to allow flexibility for carers. • As with Disability and Pregnancy and Maternity – policies which aim to restrict driving or parking can have a disproportionate impact on people who are reliant on having their own transport.

	<ul style="list-style-type: none"> • Studies show around 65% of adults have provided unpaid care for a loved one. • Women have a 50% likelihood of being an unpaid carer by the age of 46 (by age 57 for men) • Young carers are often hidden and may not recognise themselves as carers.
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3.2 Does the proposal create any benefits for people based on their protected or other relevant characteristics?

The scale of the potential gap in our core funding means that there is very limited opportunity to bring genuine additional benefit to equalities groups in the circumstances. However we have considered as far as possible the need to: eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010; advance equality of opportunity between people from different groups; and foster good relations between people from different groups.

Our budget savings proposals are aligned to our Corporate Strategy and although we have limited resources our future focus will be on achieving those priorities we have identified including tackling poverty and intergenerational inequality. The Public Health grant will contribute to the continuation of key priority services to enable us to meet our objective to be a fair, healthy and sustainable city.

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:

Increasing digital services and/or stopping, reducing or increasing the threshold of need at which we offer services may have a disproportionate impact on vulnerable citizens unless their needs are fully taken into consideration as part of future service redesign. Increasing external charges for rent and services etc. may have a disproportionate impact on small businesses and the local voluntary and community sector which can be partly mitigated through further needs analysis and appropriate concessions where appropriate. Any reduction in Council roles and office locations is likely to have a disproportionate impact for employees on the basis of their age, disability, sex and race unless mitigated through thorough staff consultation and ongoing consideration of specific equality impacts prior to implementation.

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

No significant positive impacts have been identified. This analysis has concluded that overall the proposed savings are proportionate and can be justified on the basis the Council must set a balanced annual budget despite a significant potential gap in the funding required. We have listened to what citizens have told us in the budget consultation and wherever possible we plan to preserve those services that are most needed and which people have told us they value the most.

4.2 Action Plan

Improvement / action required	Responsible Officer	Timescale
All relevant EqlAs will be published on the Council's website https://www.bristol.gov.uk/council-spending-performance/council-budgets and continue to be updated as appropriate.	Denise Murray	Ongoing

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

Our Equality and Inclusion Annual Progress Reports show what we have done to achieve the aims of our Equality and Inclusion policy and strategy, and the progress we have made including reporting on all relevant KPIs and workforce diversity [Equalities policy - bristol.gov.uk](https://www.bristol.gov.uk/equalities-policy)

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 and Inclusion Team Review: <i>Reviewed by Equality and Inclusion Team</i>	Director Sign-Off: Denise Murray: Service Director - Finance
Date: 10 / 2 / 2022	Date: 10 January 2022

APPENDIX 9

1. Long Term Investments / Shareholdings

- 1.1 The Council has a range of long-term investments and shareholdings which it wholly owns or in which it has a material interest. In relation to the wholly owned companies, these are complex businesses and when entering into any long-term investments such as these it is important to assess market conditions and to acknowledge that the industries are ever-changing and as such will always be subject to external influences, volatilities and risks. The financial performance of these companies and their assets and liabilities is regularly reviewed to ensure that there is no unexpected financial implication for the Council in future years
- 1.2 Bristol Holding group currently includes the following subsidiaries:
 - Bristol Waste Company Ltd.
 - Goram Homes Ltd.
 - Bristol Heat Networks Ltd.
- 1.3 The Council budget provides the shareholder investment context. It reflects the Council's associated financial committed reserves and establishes the capital and revenue cash limits considered sufficient to meet business needs.
- 1.4 The maximum level of exposure of the Council to loans in its subsidiaries is set out in the Council's Capital Strategy as refreshed in 2021/22. It is set at the lower of either 10% of the Council's general fund capital financing requirement or £70m.
- 1.5 The process for preparation of the Companies' annual business plans has been revised in order to give opportunity for improved governance and scrutiny. These plans are in the process of being refreshed / developed and will reflect the funding parameters approved in due course for 2022/23. These will be submitted separately to Cabinet for consideration.

2. Bristol Holding Company

- 2.1 The Council continues to hold £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. If the Council commissions work through Bristol Holding which is additional to that budgeted then Bristol Holding's operating model enables them to recover such costs alongside those budgeted costs incurred directly where appropriate or in the form of a fee via management recharges to the subsidiary companies.
- 2.2 Bristol Holding currently holds £1 Ordinary share capital in each of Bristol Waste, Goram Homes and Bristol Heat Networks.

3. Bristol Waste Company (BWC)

- 3.1 The Council's 2022/23 budget for its core waste services (Teckal activity) is £40.2m. This includes a £1m increase from 2021/22 in line with the Council's 2.65% assumed budget increase for inflation. This BWC contract with the Council for its core (Teckal) service includes a payment mechanism (paymech) based on a cost plus % approach, calculated annually according to unavoidable cost, market volatilities (e.g. for recyclates) and a mechanism for efficiencies and cost savings to be returned to the Council under the contract. This paymech represents a risk / reward arrangement between the Council and BWC when dealing with in-year contract variations. The

cost plus approach for 2021/22 allowed for +15%. This has been reviewed as part of budget preparation for 2022/23 and revised down to +14% for the next 3 year review period.

- 3.2 A small reserve is held and movement +/- is applied to this fund during the paymech period to reset. Review of the paymech has taken place as part of the 22/23 Business Plan review and approval process.
- 3.3 The Council has previously approved repayable loan facilities of £12m 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). No further loan requests are anticipated and therefore none are included in the Council's budget proposal for 2022/23.
- 3.4 Of the £12m for fleet vehicle replacement, £11.3m has been borrowed. In line with contractual payment terms, £2.5m (the principal) has been repaid at December 2021 plus £0.5m interest. This leaves £8.8m (again the principal) to be repaid in full plus £0.8m interest by November 2028.
- 3.5 A contract for the £2.8m loan facility for Phase 2 of the Avonmouth site redevelopment was signed in 2021. Again, this agreement includes an interest charge on the principal sum. Draw down is planned to commence in Q4 2021/22.
- 3.6 Teckal Only Covid-19 costs for 21/22 are expected to be £0.2m and consequently no grant is forecast to be distributed by the Council to BWC. Covid-19 costs for 2022/23 are expected to be similarly low-level. No Covid-19 grant allowance is budgeted for distribution in 2022/23.

4. Goram Homes

- 4.1 The Council approved the establishment of Goram Homes in 2018, with an initial Pipeline 1 development, namely: Romney House and Baltic Wharf, land transfer (with a deferred receipt) and up to £10m (earmarked revenue reserve) potential loan facility for working capital and development investment (terms still to be agreed for one of the schemes). Pipeline 1 schemes are expected to deliver 432 units of housing, 173 (40%) of which will be 'affordable' housing.
- 4.2 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 2024.
- 4.3 As part of Budget 21/22, £4m 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 22/23, £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.
- 4.4 Goram is expected to generate a cumulative net profit by April 2025 against Pipeline 1. No decision has been made regarding either the distribution of these profits in the form of dividends or their reinvestment.
- 4.5 The unrequired balance of £3.7m remaining from the initial £10m was re-directed in to a second £10m loan facility for a suite of additional sites, referred to as Pipeline 2, as approved at Cabinet 26 January 2021.
- 4.6 From this 2nd Pipeline's overarching approved £10m, a loan facility of £4m for working capital has been established during 21/22 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 or the development of subsequent pipelines (subject to separate Cabinet approval).
- 4.7 The Council's strategic priority for Housing Delivery may result in further development opportunities and whilst no further funding has been earmarked in 22/23, should

Goram be successful in securing these opportunities it would result in further pipeline funding adopting similar principles in the medium term to support the acceleration of Housing development.

5. Bristol Heat Network (BHN)

- 5.1 The Bristol Heat Network (BHN) was established in 2020/21 to manage the extension of the Old Market and Redcliffe heat networks as well as to assume responsibility for and management of all assets within BHN. Overruns or overspends in capital investment and delays to the timing of customer connections for example could potentially also have a material impact on the company's operating model. BCC had embarked on the City Leap programme to contract with a Strategic Partner to deliver on Bristol's decarbonisation ambitions. Subject to approval of City Leap the long term intention is for BHN to transfer out of BHL and be acquired by the City Leap Strategic Partner. The expected timeframe for this transfer is Spring / Summer 2022.
- 5.2 The Council has previously approved a repayable loan facility of £12.7m of capital sourced funding to BHN for heat network funding headroom (Cabinet 1 September 2020). The Council's Capital Programme for Bristol Heat Networks expansion proposes £16.5m of investment over the next 4 years which is planned to be funded by £2.5m revenue/reserves, £6.9m prudential borrowing and £7.1m grant. No further loan requests are included in the Council's budget proposal for 2022/23.

6. Risk Management

- 6.1 On a monthly basis Bristol Holding Company reviews and consolidates the Shareholder companies' common or specific high risks into its' group-wide risk register. In turn, quarterly or more regularly if appropriate, the Council incorporates those risks into its Corporate Risk Register where it assesses them as significant to the Council. It also includes an additional risk impacting the Council as Shareholder rather than the investment companies themselves.

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 18 January 2022

TITLE	Dedicated Schools Grant (DSG) 2022/23 Budget Proposals		
Ward(s)	ALL		
Author: Angel Lai	Job title: Finance Manager – Education and Children’s & Families		
Cabinet lead: Cllr Craig Cheney and Cllr Asher Craig	Executive Director lead: Denise Murray, Director of Finance,		
Decision maker: Mayor			
Decision forum: <i>Cabinet</i>			
Timescales:			
Purpose of Report:			
<p>This report sets out the proposed use of the DSG and how associated grants are to be applied during 2022/23. The Bristol Schools Forum must be consulted on all aspects of the use of the Dedicated Schools Grant (DSG) and the School Funding Regulations limit the scope for how funding may be used. Schools Forum has some responsibilities to determine a small number of specific budgets and the decisions on the amount of funding to distribute to schools and early years settings. The distribution mechanisms, the proposed spend on central services and the High Needs budget are matters to be determined by the Council.</p>			
Evidence Base: Officers have presented papers to Schools Forum and have consulted with schools and settings to consider the methodology for distributing the funding available for 2022/23 and addressing the financial issues facing Bristol schools, including academies and the pressure in the High Needs Block. This paper reflects the strategy that has been agreed with the Schools Forum in the context of the available funding for 2022/23.			
<p>In December 2021, the final allocations of DSG from the ESFA took account of a net 133.5 more pupils in October 2021 (increase of 641 secondary @ £6,168, offset by reduction of 507.5 primary @ £4,071), compared to October 2020. The overall increase in the DSG for 2022/23 is £13.3m. The Growth Fund allocation of £1.9m for 2022/23 is further reduced from the 2021/22 allocation of £2.3m and the confirmed funding for High Needs is £75.5m (£68.3m in 2021/22).</p>			
<p>Officers must submit to the Education and Skills Funding Agency (ESFA) formula driven allocations for mainstream schools by 21 January 2022, which may be subject to ratification or amendment by Cabinet and Council. Schools Forum met to consider the same issues at its meeting on 13 January 2022 and any feedback from that meeting will be conveyed to Cabinet Members, prior to the Cabinet meeting.</p>			
<p>Officers must publish funding rates for Early Years settings as well as publish allocations to maintained schools no later than 28 February 2022.</p>			
<p>The key papers submitted to Schools Forum on 30 November 2021 and 13 January 2022 are provided as appendices for reference:</p>			
<ul style="list-style-type: none"> • Appendix A1: DSG Budget Monitor, explaining the latest budget monitoring (at Period 8) position for 2021/22. 			

- **Appendix A2: DSG 2022/23**, Details the 2022/23 funding levels, discusses the use of the four DSG blocks in 2022/23, the transfer of funding from Schools Block to High Needs Block and the use of the Central Services Block for 2022/23. Further detail on the High Needs Block and Early Years is provided below. Use of the Schools Block is covered in more detail in Appendix A3.
- **High Needs Block**, The High Needs Block has received another substantial increase in funding (10.5%) but this block continues to be under pressure. The current level of spending in 2021/22 indicates that the increased allocation will not cover spending at the same level as this year and does not provide sufficient funding for growth, additional needs or historic shortfalls. This is likely to result in a further deficit in the DSG.

The ESFA's Schools Revenue Funding Operational Guide allows the transfer of up to 0.5% in 2022/23 from the Schools Block to other blocks with Schools Forum approval and we are utilizing this flexibility. For the 2021/22 budget, £1.4m and £0.147 was respectively transferred from the Schools Block and Central Services Block to the High Needs Block, and this funding is being used to partly fund the Education Transformation Programme. The main aim of this programme is to address the findings of the OFSTED inspection, deliver the commitments in the Written Statement of Action and support a sustainable service.

Schools Forum have agreed to a transfer for 2022/23 (£1.531m), this funding will be ring fenced to support the continuing High Needs transformation programme with clear and transparent reporting to Schools Forum on the use of this fund. The continuation of the Transformation Programme will be focused on the continuing improvement in SEND provision, with particular focus on sustainable school-led programmes and addressing the deficit in the High Needs Block. The DSG Deficit Management Plan is an iterative document which will continue to be updated throughout 2022-23 and beyond presented to Schools Forum on a termly basis.

It is noteworthy that 2022/23 may be the last year that this flexibility will be allowed as the DfE has consulted on the introduction of the Hard National Funding Formula from 2023/24 which would remove local flexibility.

- **Early Years Block**, The government funding announcement contained details of the rates of funding that will be received, with no change in the rate for 3 & 4 year' old (at £5.69) and an 21p increase in the rate for 2 year old. This means that the rate paid to providers will remain the same for 3 & 4 years' old at £4.88 and the rate for 2 year' old will increase from £5.56 to £5.80 (i.e. BCC are passing through the full increase received from the DfE). Following consultation with the sector, we will continue to use the existing methodology for the deprivation and quality supplements; and maintaining the EY SEN rate for 2022/23. The allocation and budget for Early Years is still indicative at this stage as the majority of funding will be based on census data from January 2022 and January 2023, and as such the actual amounts will be updated through the year.
- **Appendix A3: Schools Block** sets out how much funding is available and how it should be distributed through the funding formula for mainstream schools. The funding allocations for mainstream schools are paid directly to them each month; the funding allocations for academies and free schools are recouped by the Education and Skills Funding Agency from the DSG before it is received by the Council. The paper also recommends the creation of a Growth Fund of £2.0m.
- The DSG allocation budget for 2022-23 is summarised in Table 1 below:

Table 1 - 2022/23 DSG allocations as at December 2021	Balance brought forward from 2021/22 (forecast)	2022/23 DSG allocation	Movement between blocks	Final DSG budget 2022/23	Estimated spend 2022/23	Carry forward balance at end of 2022/23
	£m	£m	£m	£m	£m	£m
Schools block	(1.714)	(306.192)	1.531	(304.661)	304.661	(1.714)
De-delegation	(0.553)			(0)	0.553	0
Central Services Block	0	(2.742)	0.000	(2.742)	2.742	0
High Needs Block	28.898	(75.523)	(1.531)	(77.054)	90.379	42.223
Early Years	0.147	(34.388)		(34.388)	34.707	0.466
Total	26.778	(418.846)	0	418.846	432.489	40.975

Appendix A4: DSG Management Plan Update, Local Authorities with an overall deficit on their DSG account at the end of a financial year must be able to present a plan to the DfE for managing their future DSG spend. The ESFA have designed a template to help local authorities manage their DSG and Bristol is using the template. Two iterations of the plan were presented and noted by the Schools Forum. This latest iteration (reports an unmitigated deficit of £89.1m and mitigated forecast deficit of £48m) has not been shared with the Forum at the time this paper was submitted to the Cabinet. Mitigations identified are at a very early stage, could be subject to change following further consultation and due diligence and as such will not have a material impact in 2022/23. The mandatory Deficit Management Plan, which is in production, will set out how the deficit will be managed and reduced in the longer term.

The Schools Forum will be updated orally at the January 2022 meeting, and a full management report with mitigation plans is due to be presented to Schools Forum at the end of March 2022. The DSG management plan submitted to November 2021 Schools Forum can be accessed via [Nov2021 DSG Mgt Plan](#) for information.

- **Statutory Instrument (SI) No. 12 of 2020:** The then Secretary of State for Housing, Communities and Local Government laid the statutory instrument (SI) no 1212 before Parliament on 6 November 2020 and it came into force on 29 November 2020. The impact of the SI is to amend the current accounting regulations to allow all DSG deficits to be carried over in a separate dedicated account and therefore not a charge to the Council's revenue account for the term of the override. The SI is time-limited and only applies to accounts for the years ended 31 March 2021, 2022 and 2023. The rationale being that the SEND Review would have concluded, recommendations implemented and most of the issues leading to the deficits would have been resolved on or before the end of 2022/23 financial year. The SEND Review and the revisions to the SEND Code of Practice have been delayed, narrowing the timeline between the SI expiry and resolution to these historic issues.
- There is no statutory undertaking to underwrite this deficit and currently no arrangements in place to extend the SI beyond 2022/23. The forecast DSG deficit for 2021/22 is £26.7m with the potential to increase to £41.0m by March 2023. The implication is that if the period of the SI is not extended by government or additional funding provided to address the accumulated historic deficits, the Council would have to ensure there are adequate usable reserve to cover any DSG deficit when preparing the Council's accounts.

Cabinet Member Recommendations:

Cabinet to approve the following

1. Schools Block (detail in Appendix A3)

- a. the Schools Block budget be set at £304.661m for 2022/23, as per Table 1 above
- b. £1.531m of the overall Schools Block DSG is transferred to the High Needs Block and earmarked to support the Education Transformation programme
- c. the basis for distributing the funding to mainstream schools be as set out and agreed by Schools

Forum (Appendix A.3)

- d. the Growth Fund for established schools expanding in September 2022 be set at £2.0m (a component of the total Schools Block budget)

2. Central School Services Block (detail in Appendix A.2)

- a. Following Schools Forum agreement, the Central School Services Block budget is set at £2.742m for 2022/23.

3. High Needs Block (detail in Appendix A2)

- a. The High Needs Block budget be set at £77.054m for 2022/23 as per Appendix A2, after receiving transfers of £1.531m from Schools Block noting that this level of budget is estimated to lead to a cumulative deficit in the High Needs Block in the region of £41m by the end of March 2023.

4. Early Years Block (detail in Appendix A2)

- a. the Early Years Block budget be set at £34.388m for 2022/23, noting that spend and DSG income will fluctuate, according to participation levels in each of the three school terms.
b. Funding for Early Years should be distributed in line with the arrangements explained in report to Schools Forum (Appendix A2).

Cabinet to note the following:

5. Overall position

- a. Members to note 2022-23 DSG overall allocation is £418.846m, an uplift of £13.257m or 3.3% from the previous year.
b. Education Service will continue to work with the Schools Forum and respective Task and Finished Group (High Needs Task and Finish Group; Early Years Task and Finish Group) and via Transformation Programme to explore sustainable mitigation options to get back to affordable budget position over the medium term.

Corporate Strategy alignment: Funding schools and educational provision appropriately is part of the Fair and Inclusive theme in the Corporate Strategy.

City Benefits: The financial strategy aims to use available funding for education to best effect, by distributing resource for early years providers, maintained schools, academies and free schools fairly and sustainably in partnership with Schools Forum.

Consultation Details:

- Consultation with schools-on-Schools Block activities for 2022/23, with respect to transfers, funding formula and de-delegated items took place in October/November 2021 and the results of this informed the Schools Forum discussions in November 2021 and January 2022. Further details on consultation outcome is available in Appendix 2 and Appendix 3.
- Early Years settings were consulted on the basis of the EYNFF in December 2021, and results were considered at Schools Forum on 13 January 2022 when agreeing the EYNFF rates and Early Years Block budgets for 2022/23.

Revenue Cost	£418.846m	Source of Revenue Funding	Dedicated Schools Grant 2022/23
Capital Cost	£Nil	Source of Capital Funding	N/A
One off cost <input type="checkbox"/>	Ongoing cost <input checked="" type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

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

1. Finance Advice:

The plans for the DSG for 2022/23 acknowledge that demands upon the High Needs Block exceed the available funding and if spending is as forecasted, the in-year deficit on the High Needs part of the DSG would reach £13.3m by the end of March 2023 and accumulated DSG deficit of c.£41m.

The High Needs Transformation Programme is continuing, and the mitigation identified are at a very early stage, could be subject to change following further consultation and due diligence and as such are not assumed to have a

material impact in 2022/23. The mandatory Deficit Management Plan, which is in production, will set out how the deficit will be managed and reduced in the longer term. The opportunities for transferring resources between DSG blocks in the future may be non-existent after 2022/23 and hence the continuing funding of transformation programme. Growth fund has remained the same in 2022/23 and the central services funding for ceased historic activities has now stopped. The strategy will need to be kept under review and changes may be needed if the forecast deficit were to grow.

The proposals set out are based on the terms and conditions of the Dedicated Schools Grant and the guidance issued by the Department for Education and the Education and Skills Funding Agency.

Finance Business Partner: Angel Lai, Finance Manager 05 January 2022

2. Legal Advice:

As outlined within Appendix 2 and Appendix 3, the report confirms consultation has taken place with schools and early years settings and the Schools Forum in relation to the decision to be taken.

The responses to the consultation including the report from the Schools Forum must be taken into account by Cabinet when taking the decision. Cabinet should also be satisfied that proper consultation has taken place in that (i) proposals were consulted on are at a formative stage (ii) sufficient reasons have been given for the proposals and (iii) adequate time has been allowed for consideration and response.

Cabinet must also consider the Public Sector Equality duty which 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 provides an analysis for this purpose and should be carefully considered by Cabinet in making decisions.

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.

Section 11 of the Children Act 2004 requires Cabinet to ensure that when taking decisions affecting children they have regard to the need to safeguard and protect them and promote their welfare. The Equalities Impact Assessment provides an analysis of the impact on children and should be carefully considered by Cabinet in making decisions.

Legal Team Leader: Husinara Jones, Team Leader/Solicitor 06 January 2022

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

IT Team Leader: Gavin Arbuckle 6/01/2022

4. HR Advice: As the proposals are set out in the Schools Forum report, there are no current HR implications for Bristol City Council employees. However, once the proposals have been agreed and implementation plans are in place we will need to revisit the plans and assess the impact of any changes to services that may affect our employees.

HR Partner: Mark Williams 6/01/2022

EDM Sign-off	Hugh Evans	7 January 2022
Cabinet Member sign-off	Cllr Craig Cheney / Cllr Asher Craig	7 January 2022
For Key Decisions - Mayor's Office sign-off	Mayor's Office	7 January 2022

Appendix A – Further essential background / detail on the proposal	YES
Appendix A – Details of consultation carried out - internal and external	YES
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities impact assessment of proposal	YES

Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Combined Background papers	NO
Appendix J – Exempt Information	NO
Appendix K – HR advice	NO
Appendix L – ICT	NO

Bristol Schools Forum
DSG Budget Monitor 2021/22 Period 8

Date of meeting:	13 January 2022
Time of meeting:	5.00 pm
Venue:	Virtual meeting

1 Purpose of report

- 1.1 This report provides information of the forecast financial position for the DSG overall as at Period 8 (to end of November 2021).

2 Recommendation

Schools Forum is invited to:

- a) Note the in-year 2021/22 position for the overall DSG.

3 Background

- 3.1 The report updates Schools Forum on the forecasted financial position at Period 8 2021/22.

4 Budget monitoring 2021/22

- 4.1 The DSG ended the 2020/21 financial year with an overall deficit of £10.004m.
- 4.2 This period 8 monitor is showing that the in-year forecast net deficit is £16.774m (an adverse movement of £2.2m from previous reported period (p6), predominantly from ALP), which when added to the brought forward balance will give a total forecast net deficit to carry forward at the end of the 2021/22 financial year of £26.778m. The variation is predominantly attributed to the High Needs block which is forecasting an in-year overspend of £17.101m and £0.768m in Early Years' SEN; offset slightly by Schools' Block underspend of £1.095m.

The Period 8 position is set out in **Table 1** with more detail set out in **Appendix 1**.

Table 1: Forecast position on overall DSG for 2021/22 at Period 8 (as at November 2021)

<i>All figures £'000</i>	<i>b/f Deficit</i>	<i>DSG Funding 2021/22</i>	<i>Forecast Outturn Period 08 2021/22</i>	<i>In-year variance</i>	<i>Forecast Carry- forward Period 08 2021/22</i>
Schools Block	(619)	295,864	294,768	(1,095)	(1,714)
De-delegation	(553)	0	0	0	(553)
Schools Central Block		2,627	2,627	0	0
Early Years	(621)	37,185	37,406	768	147
High Needs Block Education	12,609	68,513	85,614	17,101	28,898
Transformation Funding	(812)	1,400	1,400	0	0
		(405,590)	(405,721)	0	0
Total	10,004	0	16,774	16,774	26,778

- 4.3 **Schools Block (-£1.095m underspend).** The formula funding for maintained mainstream schools and academies has been fully allocated. Scope for variation is in the growth fund, or if schools close during the year.
- 4.4 Three schools (St Pius X, St George and St Michael on the Mount) closed at the end of August 2021, and one new school (Willow Park) opened on 1st September 2021. These movements account for £0.493m of the forecast variance on Schools Block.
- 4.5 Spend on the growth fund will depend on the pupil number information included on the October 2021 pupil census due to be confirmed in January 2022. Any variation will be calculated and reported following receipt of this data, but at this stage known growth commitments are expected at £2.5m against funding of £2.861m, a forecast underspend of £0.361m. The remaining £0.241m underspend is attributed to Teachers' Pension grant timing differences.

Overall Schools position - individual school balances are expected to be in the region of £3.023m at the end of 2021/22, with 14 of 62 maintained schools in deficit predominantly maintained nursery schools.

Underspends at year end are not designated by block but treated as a whole for the DSG, and therefore will be utilised to partially offset the DSG deficit.

- 4.6 **De-delegated resources (Nil variance).** At this stage of the year it is anticipated that this will achieve a balanced position. Any variance should one materialise, will be carried forward to future years.
- 4.7 **School Central Services Block (Nil Variance).** Current forecasting indicates that all of the services in this block will spend to budget.
- 4.8 **Early Years Block (£0.768m forecast overspend).** Early Years income and expenditure is based on participation throughout the academic year, and as such the reported position may be subject to change in subsequent reports as further details becomes available. Early Years is experiencing significant pressure in emerging SEN; the current overspend in this area is forecasted to reach £1.221m at the end of this financial year, offset slightly by staffing budget underspend.
- 4.9 **High Needs Block (£17.101m forecast overspend).** The High Needs block is currently forecasting an in-year overspend of £17.101m for the 2021/22 financial year, including future panel decisions.

Top-up funding remains the single greatest pressure, with a significant forecast overspend of £11.967m. Detailed breakdown of HNB Top Up overspend is summarised in Table 2 below.

Table 2 - High Needs Block top up funding breakdowns by settings:	Funding 2021/22	Outturn Period 08 2021/22	In-year movement
	£'000	£'000	£'000
HNB: Special Schools	15,823	21,299	5,476
HNB: OLA	1,648	2,800	1,152
HNB: GFE	2,213	3,632	1,419
HNB: Top Up - Resource Bases	1,885	2,130	245
HNB: Top Up - Mainstream Schools	9,134	12,505	3,371
HNB: Top Up - PRUs	1,334	1,639	305
HNB: Top Up	32,037	44,004	11,967

- 4.10 The Education Transformation Programme commenced in 2020-21 and is primarily concerned with consequently the High Needs Block, the programme aims to improve outcomes and achieve long term sustainability. Nationally High Needs funding continues to be challenging and in Bristol this has been exacerbated by work to clear the backlog of EHCP and complexity of need.
- 4.11 Following agreement of Forum, the amount transferred from the Schools Block in 2021/22 is being earmarked to the Education Transformation

Programme and we are currently forecasting that this funding of £1.4m will be fully utilised in 2021/22.

- 4.12 **Funding (Nil Variance).** £405.590m is the latest DSG amount notified by the ESFA as at 18th November 2021.

Appendix 1 - Forecast position for Overall DSG 2021/22 as at Period 8 (Block financing position)

Appendix 1	Brought forward 1.4.21	Funding 2021/22	Outturn Period 08 2021/22	In-year movement	Carry forward 31.3.22
	£'000	£'000	£'000	£'000	£'000
Maintained Schools		84,395	83,661	(734)	
Academy Recoupment		208,608	208,608	0	
Growth Fund		2,861	2,500	(361)	
Schools Block	(619)	295,864	294,768	(1,095)	(1,714)
De-delegation Services	(553)				(553)
Admissions		526	526		
Centrally Retained		2,101	2,101		
Schools Central Services	0	2,627	2,627	0	0
National Formula		29,269	29,119	(150)	
2 Year Old Funding		3,498	3,498	0	
Pupil Premium (EYPP)		538	303	(235)	
Additional Support Services		500	555	55	
SEN Top up		1,275	2,495	1,221	
Staffing		1,986	1,933	(53)	
Disability Access Fund		121	52	(69)	
Early Years Block	(621)	37,185	37,954	768	147
Commissioned Services		2,301	3,228	927	
Core Place Funding		9,507	8,819	(688)	
Staffing		1,160	1,581	421	
Top Up		32,037	44,004	11,967	
Placements		9,044	12,775	3,731	
Pupil Support		814	1,556	742	
HOPE Virtual School		236	235	(0)	
Academy Recoupment		13,415	13,415	0	
Education Transformation		1,400	1,400	0	
High Needs Block	11,797	69,913	87,014	17,101	28,898
Funding		(405,590)	(405,590)		
Total	10,004	0	16,774	16,774	26,778

Bristol Schools Forum
Dedicated Schools Grant (DSG) 2022/23

Date of meeting:	13 January 2022
Time of meeting:	5.00 pm
Venue:	Virtual Meeting

1 Purpose of report

- 1.1 To give an overview on the DSG for 2022/23 and seek ratification of the Schools Forum on the block allocations which were agreed in principle at the last meeting.
- 1.2 To seek agreement on the EYNFF, following consultation with settings.
- 1.3 The Local Authority (LA) must seek Schools Forum approval for Central Services spend, except for the item relating to school licences which must be repaid to the DfE on behalf of all maintained schools and academies.

2 Recommendation

- 2.1 **Schools Forum is invited to:**
 - a) **note 2022/23 funding levels.**
 - b) **approve final transfers between blocks.**
 - c) **approve the EYNFF.**
 - d) **approve Central School Services Block allocations**
 - LA Core Functions £1.139m (as per Appendix 1);
 - School Admissions £0.557m;
 - Schools Forum £0.023m;
 - Combined Services £0.596m (as per Appendix 2).
 - e) **provide feedback, as appropriate, to Cabinet and Council, for their consideration in making final decisions on the Schools Budget for 2022/23.**

3 Background

- 3.1 Schools Forum considered the emerging position on the DSG for 2022/23 at its meetings in September and November 2021 and agreed 0.5% could be transferred to the High Needs Block from the Schools Block. This 0.5% fund will need to be ringfenced to support the continuation of the Education Transformation Programme with an emphasis of the sustainability of the

High Needs Block. These recommendations were made following consultation with schools.

- 3.2 The final data and allocations from the Education and Skills Funding Agency (ESFA) were released on 16 December 2021 and the results of both events have informed this report.

4 DSG 2022/23

- 4.1 The funding in the DSG is primarily generated by pupil numbers from the October 2021 census, which recorded 35,360 primary age pupils. Decrease of 507 from October 2020 (1.4%, 35,867), continuing the decline in primary age population (which fell by 283 (-0.78%) between October 2020 and October 2019).
- 4.2 Secondary age pupil numbers continue to increase, with October 2021 counting 20,759 – an increase of 641 (3.2%) on October 2020. This also continues the trend (October 2020 was an increase of 757 (3.95%) on October 2019).
- 4.3 Funding per pupil has increased (by 2.5% for primary and 2.8% for secondary) over the 2021-22 levels. The overall increase in the DSG, is £13.257m giving a total DSG of £418.846m.
- 4.4 Table 1 shows the funding allocations in each block for 2022/23 compared to the final allocations for 2021/22.

Table 1 – DSG Allocations

DSG blocks	Final 2021/22 DSG allocation	DSG 2022/23 allocation	Increase	Change
	£m	£m	£m	%
Schools Block	297.264	306.192	8.928	+3.0%
Central School Services Block	2.774	2.742	(0.031)	-1.1%
High Needs Block	68.366	75.523	7.157	+10.5%
Early Years Block	37.185	34.388	(2.797)	-7.5%
Total	405.589	418.846	13.257	3.3%

- 4.5 **Central Services Block.** This block is funded in two parts, for ongoing and historic responsibilities. The funding for historic commitments has been reduced again by 20% (£0.149m) from £0.745m to £0.596m. It remains an aim of ESFA to withdraw this funding over time. The historic responsibilities' part supported two areas: contribution to Combined Services and Prudential

Borrowing. The prudential borrowing element has not been required for some time, so the LA has maintained the contribution to combined services at £0.599m and then transferred the remainder of the historic responsibilities portion to support High Needs.

The 2022-23 allocation for historic responsibilities is £0.596m, so the LA needs to trim the contribution to combined services by £0.003m with no spare element to transfer to high needs or elsewhere.

- 4.6 **High Needs Block.** The High Needs Block has received another substantial increase in funding (of 10.5%) but this block continues to be under pressure. Current spending levels in 2021/22 indicate that the increased allocation will not cover spending at the same level as this year and does not provide any additional funding for growth, additional need or historic shortfalls.
- 4.7 Forecast in-year spend in 2021/22 is £17.101m over budget. Table 2 shows the forecast position for 2021/22 and 2022/23 highlighting the ongoing deficit position. In this table the spend for 2022/23 has been projected as per the latest mitigated DSG Management Plan (January 2022 updated version) but it is likely that this will change depending on the upward pressures of rising demand and rising costs against planned mitigations in this block.

Table 2 – High Needs Analysis

	2021/22	2022/23
	£m	£m
Latest Block Allocation	68.366	75.523
Transfer from CSSB	0.147	0
Transfer from Schools Block	1.400	1.531
Total Block Funding	69.913	77.054
Forecast Spend	85.614	88.848
Education Transformation spend	1.400	1.531
Total Spend	87.014	90.379
In year over/(under) spend	17.101	13.325
Opening Balance b/f	11.797	28.898
Closing Balance c/f	28.898	42.223

- 4.8 For the 2021/22 budget £1.4 was transferred from the Schools Block to the High Needs Block with agreement from forum, and this funding is being used to support the Education Transformation Programme. At the November meeting Forum agreed to the transfer of 0.5% of the schools' block into the High Needs Block. This funding will not be used to support general High Needs activities but as agreed will be used to support the continuing work and aims of the Transformation Programme as previously presented to forum.
- 4.9 **Schools Block** Details on this block are covered in a separate paper on this agenda.
- 4.10 **Early Years Block.** The allocation is still indicative at this stage as the majority of the funding in this block is based on census data throughout the year, so the actual amount will be updated by ESFA once these later participation census figures are known.
- 4.11 The release of the block allocations also included the first indication of the hourly rates for 2021/22. For 3 & 4 year old the rate will remain unchanged at £5.69, whereas the 2 year old rate will increase by 21p to £5.80. This will mean a real-term reduction in funding for 3 & 4 year old as costs are increasing with frozen funding levels per pupil. These are the rates used to calculate funding to the LA, the rates paid to providers are outlined in section 5 of this report.
- 4.12 The Maintained Nursery School supplementary funding has reduced from £0.716m in 2021/22 to £0.542m for 2022/23. This is a direct result of reduced participation numbers recorded at maintained nursery schools, part-time equivalents at January 2021. The reduction in participation is largely considered to be as a result of the pandemic.
- 4.13 **Overall position.** Table 3 shows the effect on the block funding position and outlines the 2022/23 Budget, it also shows the forecast carry forward amounts against each block.

Table 3: Forecast block budgets after movements between blocks and carry forward amounts.

DSG Blocks	Balance brought forward from 2021/22 (forecast) £m	2022/23 DSG allocation £m	Movement between blocks £m	Final DSG budget 2022/23 £m	Estimated spend 2022/23 £m	Carry forward balance at end of 2022/23 £m
Schools block	(1.714)	(306.192)	1.531	(304.661)	304.661	(1.714)
De-delegation	(0.553)			(0)	0.553	0
Central Services Block	0	(2.742)	0	(2.742)	2.742	0
High Needs Block	28.898	(75.523)	(1.531)	(77.054)	90.379	42.223
Early Years	0.147	(34.388)		(34.388)	34.707	0.466
Total	26.778	(418.846)	0.000	(418.846)	432.489	40.975

5 EYNFF

- 5.1 The rates outlined in section 4.10 are those which generate funding to the LA. There have been no significant changes in the guidance regarding how local authorities must distribute funding to providers but there is still a requirement to consult with providers prior to setting rates. Despite delays in releasing the data for early years meant that our consultation was also delayed, final consultation results is summarised in Table 4 below.
- 5.2 Providers were asked for their views on the base rate, supplements and the rates for SEN. Our proposal was to pass on any increase in the base rate to providers, to keep the same deprivation and quality supplements and to maintain the EY SEN rates. As at 4th January 2022 60 out of 377 providers had responded to the survey, with the following replies to the questions;

Table 4: EYNFF Consultation responses

Question	% Agree	% Disagree
Base rate - pass on all of any increase to provider	80	20
Supplement - keep deprivation supplement as current	88	12
Supplement – use System Leadership for the quality supplement	75	25
EY SEN - maintain the current rate	78	22

- 5.3 The 3 & 4 year old funding rate is unchanged at £5.69, therefore the base rate to providers will also remain unchanged at £4.88. We will also maintain

the same levels of supplements, SEN rates and the same proportion of central funding.

- 5.4 For 2 year olds the rate has increased by £0.21 to £5.80, it is intended that we will pass on this increase in full to providers meaning their rate increases from £5.56 to £5.77, with the same £0.03 retained for central administration.

6 Central School Services Block (CSSB)

- 6.1 The purpose of the CSSB is to provide funding for the statutory duties the LA hold for both maintained schools and academies. The CSSB brings together:
- funding previously allocated through the retained duties element of the Education Services Grant (ESG)
 - funding for ongoing central functions, such as admissions, previously top-sliced from the schools block
 - residual funding for historic commitments, previously top-sliced from the schools block
- 6.2 The LA must still seek Schools Forum approval for Central Services spend, apart from the item relating to school licences which must be repaid to the DfE on behalf of all maintained schools and academies.
- 6.3 **CSSB Budget proposals.** The CSSB allocation for 2022/23 is £2.742m. This total is composed of two distinct components: on-going functions (£2.145m) and historic commitments (£0.596m). The on-going functions element has increased by 5.8% from 2021/22, up from £2.028m. Of the historic commitments, this funding is insufficient to support the contribution to combined services at the previous level, and as such leaves no element to transfer to high needs or elsewhere. Table 5 shows the funding and proposed 2022/23 budgets.

Table 5: Composition of Central School Service Block Allocations

Type of funding	Component	DSG Allocation 2021/22 £'000	2021/22 budget £'000	DSG Allocation 2022/23 £'000	Proposed 2022/23 budget £'000
Formulaic	LA Core functions	1,069	1,069	1,139	1,139
Formulaic	School Admissions	526	526	557	557
Formulaic	School Licences	301	301	312	312
Formulaic	Schools Forum	23	23	23	23
Formulaic	Pay & Pension – Centrally employed teachers	109	109	115	115
Historic	Combined Services	599	599	596	596

Historic	Prudential Borrowing	147	0	0	0
Total		2,774	2,627	2,742	2,742

- 6.4 **LA Core Functions £1.139m.** Appendix 1 sets out the functions and services that may be included in the LA Core functions budget. The relevant costs for Bristol have been included against these line items. For 2022/23 it is proposed to inflate each item by 2.5% to cover previous pay awards, with additional funding allocated to the Central planning budgets line to compensate for the Combined Budgets allocation (paragraph 6.9) not being uplifted.
- 6.5 **Admissions £0.557m.** The only change to this budget is that arising from the increase in CSSB generally, due to pupil number and rate increases.
- 6.6 **School Licences £0.312m.** The DfE requires the Authority to pay licences on behalf of all maintained schools, academies and free schools in Bristol, to avoid the administration of delegating funding to and recovering the money from each school. The amount for 2022/23 has been advised as £0.312m. There is no requirement for Schools Forum to specifically approve this line of the budget.
- 6.7 **Schools Forum £23k.** This funding is used to support the writing of papers, clerking and hosting the meetings. It is proposed that this allocation remain at the 2021/22 level.
- 6.8 **Pay and Pensions – Centrally Employed Teachers.** The 2021-22 allocation has been uplifted by the 5.8% growth in the on-going services element of the CSSB.
- 6.9 **Combined Budgets.** Appendix 2 details the analysis of the £0.596m for Combined Services, which Schools Forum has agreed in the past and it is proposed for agreement again for 2022/23. However, many of these costs are increasing and to reflect this the LA Core Functions line for education planning has been increased.

Appendix 1 – CSSB LA Core Functions

Category	Component permitted to be funded from central DSG, subject to Schools Forum agreement	BCC proposal	Amount 2022/23 £'000	Amount 2021/22 £'000
Statutory & Regulatory	<ul style="list-style-type: none"> Director of children's services and personal staff for director (Sch 2, 15a) Planning for the education service as a whole (Sch 2, 15b) 	Central budgets for education planning that are not already charged to Combined Budgets or elsewhere in the DSG.	104	59
Statutory & Regulatory	<ul style="list-style-type: none"> Revenue budget preparation, preparation of information on income and expenditure relating to education, and external audit relating to education (Sch 2, 22) Authorisation and monitoring of expenditure not met from schools' budget shares (Sch 2, 15c) Formulation and review of local authority schools funding formula (Sch 2, 15d) 	Accounting and finance staff directly supporting education budget setting and funding for all schools.	262	256
Statutory & Regulatory	<ul style="list-style-type: none"> Internal audit and other tasks related to the authority's chief finance officer's responsibilities under Section 151 of LGA 1972 except duties specifically related to maintained schools (Sch 2, 15e) 	Estimated cost of internal audit time.	27	26
Statutory & Regulatory	<ul style="list-style-type: none"> Consultation costs relating to non-staffing issues (Sch 2, 19) Plans involving collaboration with other LA services or public or voluntary bodies (Sch 2, 15f) 	Estimated cost of public consultation on service development (eg High Needs) and collaborative working.	84	82
Statutory & Regulatory	<ul style="list-style-type: none"> Standing Advisory Committees for Religious Education (SACREs) (Sch 2, 17) 	Current budget for SACRE.	10	10
Statutory & Regulatory	<ul style="list-style-type: none"> Provision of information to or at the request of the Crown other than relating specifically to maintained schools (Sch 2, 21) 	Legal Services staff support.	64	62
Education Welfare	<ul style="list-style-type: none"> Functions in relation to the exclusion of pupils from schools, excluding any provision of education to excluded pupils (Sch 2, 20) School attendance (Sch 2, 16) Responsibilities regarding the employment of children (Sch 2, 18) 	Current budget for Education Welfare.	410	400
Asset Management	<ul style="list-style-type: none"> Management of the LA's capital programme including preparation and review of an asset management plan, and negotiation and management of private finance transactions (Sch 2, 14a) General landlord duties for all buildings owned by the local authority, including those leased to academies (Sch 2, 14b) 	Current budget for education property management and capital programme monitoring.	178	174
TOTAL STATUTORY / REGULATORY FUNCTIONS OF LA			1,139	1,069

Appendix 2 – CSSB Combined Services Budget

Service	Total 2022/23 £'000	Total 2021/22 £'000
Director of Education and Skills	119	122
Equalities	45	45
Governor Support	21	21
HR	25	25
Primary Services	178	178
Pupil Census	35	35
School Place Planning	90	90
Secondary Services	83	83
Grand Total	596	599

Bristol Schools Forum
Schools Block 2022/23

Date of meeting:	13 January 2022
Time of meeting:	5:00 pm
Venue:	Zoom

1. Purpose of report

- 1.1 To inform and seek agreement of the Schools Forum on the final application of the funding formula for mainstream schools and academies for 2022/23, prior to final decision by Cabinet and submission of the Authority Proforma Tool (APT) to the Education and Skills Funding Agency.

2. Recommendations

Schools Forum is invited to:

- 2.1 Approve the proposed arrangements for the 2022/23 mainstream funding formula, including the amount set aside for the Growth Fund
- 2.2 Provide feedback, as appropriate, to Cabinet and Council, for their consideration in making final decisions on the Schools Budget for 2022/23.

3. Funding available

- 3.1 The DSG overview paper elsewhere on this agenda explains the overall strategy for schools finance for 2022/23. This indicates that the allocated funding for Schools Block in 2022/23 is £306.2m.
- 3.2 At the meeting held November 2021, Schools Forum agreed the following:
- the transfer of 0.5% of the Schools Block to the High Needs Block;
 - the Minimum Funding Guarantee (MFG) to be set at +0.5%;
 - the lump sum to be preserved at £125,000;
 - any remaining funding directed to the Additional Education Needs (AEN) factors; and
 - £2.0m top-slice of Schools Block to create the Growth Fund for 2022/23.
- 3.3 **Table 1** sets out how it is proposed that this funding be calculated and applied.

Table 1: Proposed Schools Block Budget 2022/23

Funding	£'000	Cost	£'000
Pupil led DSG funding	£294.3	Transfer of 0.5% to HNB	£1.5m
Premises led DSG funding	£10.0m	Growth Fund	£2.0m
Growth funding	£1.9m	Balance remaining for Mainstream Schools formula	£302.7m
DSG Schools Block Total Allocation	£306.2m	Schools Block Total	£306.2m

- 3.4 The component elements of the calculation have been refreshed, upon release of the October 2021 census data. Each of the components is explained below.
- 3.5 **Pupil led DSG funding £294.3m.** This is the sum allocated to the LA based on the number of pupils recorded in the October 2021 census. Primary age pupils attract unit funding of £4,733.44, which is an increase on 2021-22's £4,616.37. Secondary age pupils attract unit funding of £6,168.48, up from £6,000.90. The allocation to Bristol is based on a recorded 35,360 primary age pupils, down from last year's 35,867.5. Secondary is based upon 20,579.0 pupils, up from last year's 19,938.0.
- 3.6 **Premises led funding £10.0m.** This is the element of the Schools Block DSG that recognises costs not defined by NFF values, and is derived from the 2021/22 NFF baseline.
- 3.7 **Growth Funding £1.9m.** This element of the DSG Schools Block settlement is calculated by the ESFA based on the observed differences between the October 2020 and October 2021 school censuses. Growth is measured at the level of middle layer super output areas (MSOAs). This allocation is intended to meet the cost of both the growth fund and the additional cost of those pupils in growing schools not yet present in the school census, but can be insufficient as it is based on the historic change and not the anticipated change it is required to fund.
- 3.8 **Schools Block Total £306.2m.** This is the sum of the proposed allocations above.
- 3.9 **Transfer 0.5% of Schools Block to High Needs Block £1.5m** Schools Forum agreed to the transfer of 0.5% of the Schools Block to the High Needs Block at its meeting in November 2021. 0.5% is the maximum the DfE allows to be agreed locally.
- 3.10 **Growth Fund allocation £2.0m** This funding is the top-slice of the Schools Block taken in order to fund growth expansions in existing schools for the following academic year, separate to the growth commitment in "new and

growing” schools” which is funded within the formula mechanism. The commitment for 2022/23 is estimated at £1.9m, leaving £0.1m for new commitments that may arise during the admissions round.

- 3.11 **Balance remaining for Mainstream Schools formula £302.7m.** This is the remainder of the Schools Block allocation available for the mainstream funding formula, including the mandated elements of the formula.
- 3.12 **Teacher Pay and Teacher Pensions Employer Contributions Grant funding**
The funding formerly provided to mainstream schools via the Teachers Pay Grant (TPG) and Teacher Pensions Employer Contributions Grants (TPECG) was incorporated into the Schools Block of the DSG from 2021/22.
- 3.13 For 2021/22, the ESFA inflated the 2020/21 Post MFG Budget of all mainstream schools subject to the funding formula by an amount representing the funding schools receive through the TPG, the TPECG and supplementary fund in respect of their reception to year 11 pupils. This had the effect of raising each school’s baseline funding levels, which the 21/22 formula had to provide against. The ESFA ensured funding these increased baselines by imposing higher Minimum Per Pupil Funding levels and a positive MFG with no capping.
- 3.14 For 2022/23 this methodology continues, with the funding previously paid separately for TPG and TPECG incorporated into each school’s baseline position. These baselines and the mandated increases in funding for schools are provided for again via the increased minimum per pupil funding levels and positive MFG.
- 3.15 **Schools Block Total £306.2m.** This is the total of the elements above.

4. Growth Fund

- 4.1 The growth funding into the Schools Block is £1.9m, and this intended to support both the “new and growing” schools funded via the APT and create a growth fund to support existing schools that have been expanded.
- 4.2 Officers have estimated the requirement in “new and growing schools” to be for 70 FTE pupils, and this cost is built into the school funding formula.
- 4.3 Officers have also considered the existing commitments on the Growth Fund and projected these forward for a potential cost in 2022/23. This commitment is estimated to be approximately £1.9m, and includes the effect of existing growth moving from KS3 into KS4.
- 4.4 In addition to the existing known commitments it is possible further expansion may be needed, as the primary age bulge continues to move into secondary schooling. The Growth Fund of £2.0m leaves approximately £0.1m over the estimated known commitment to support any additional growth commitments that may arise.

5. Funding formula

- 5.1 Schools Forum agreed the principles for the operation of the mainstream formula at its meeting in November 2021, including:
- Appropriate allocations are made for NNDR/rates
 - A Minimum Funding Guarantee of +0.5%
 - The Additional Educational Needs (AEN) factor values to be a function of the available funding
 - The lump sum is preserved at £125,000 for both Primary and Secondary
 - An allocation of £2.0m is set for the Growth Fund
 - In addition, some de-delegation for maintained primary and secondary schools was decided, however decisions remain to be taken on Insurances and Education Psychology. As de-delegation is applied after formula shares are determined, these outstanding items have no bearing on the information presented in this report.
- 5.2 The Schools Block formula presented has been modelled within the above constraints, using the 2021/22 formula unit values as the starting point.
- 5.3 The basic entitlement uses the AWPU rates from the 2021/22 formula. The total funding distributed by these factors is £205.760m (68% of the pre-MFG total). The per-pupil rates for 2022/23 are as follows:
- Primary £3,123
 - KS3 (years 7-9) £4,404
 - KS4 (years 10-11) £4,963
- 5.4 The £125,000 lump sum for all settings distributes £15.8m (5% of the pre-MFG total).
- 5.5 After applying the above, remaining unallocated funding allowed the increase of the AEN factors unit funding by 11% above 2021-22 levels. This means that £65.890m (22% of pre-MFG total) is distributed through these factors.
- 5.6 The Minimum per Pupil funding levels were made a mandatory item in 2020/21 and remain mandatory in the formula, the rates have been dictated by the NFF. For 2022-23 the Primary rate is £4,265, and £5,525 for secondary school pupils.
- 5.7 30 primary schools and 3 secondary schools will receive an uplift to meet this minimum per-pupil funding costing £4.6m (1.5% of pre-MFG funding). For comparison, in 2021/22 32 primary schools and 2 secondary schools required uplifting to the minimum per pupil funding levels, at a cost of £4.1m (1.4% of preMFG funding).

- 5.8 After all the above factors MFG (Minimum Funding Guarantee) is then applied. The MFG increases the funding to 12 schools to uplift them to this guarantee, costing £0.4m, which is both half the cost of the MFG in 2021/22 (£0.8m), and half the number of schools requiring this support (23 in 2021/22).
- 5.9 Overall, 91 of the 126 schools are set to receive an increase in cash funding in 2022/23, whilst 35 out of the 126 schools will receive less funding than in 2021/22. Of the 91 receiving increases, 48 also have increased numbers on roll, whilst 39 have reduced NOR. In all 35 schools receiving a reduction in funding this is being driven by a reduction in pupil numbers on roll that more than offsets per-pupil funding gains in the formula.
- 5.10 In total, 74 schools have a reduced NOR in 2022-23, whilst four are static and 48 have increased NOR.
- 5.11 Forum should note that the formula is subject to final approval from ESFA so figures in the report and appendices are therefore still indicative at this stage.
- 5.12 The detail of the unit values, the allocations against factors and individual school budget shares are shown in the appendices.
- Appendix A shows the formula unit values
 - Appendix B shows the distribution of the funding across the relevant factors
 - Appendix C shows the school budget shares and changes from 2021/22.

6. Future funding arrangements

- 6.1 Earlier this year the DfE launched a consultation on introducing the hard National Funding Formula in 2023/24 "*Fair Funding for all: completing our reforms to National Funding Formula*". Whilst the outcomes of this consultation have not yet been published, the ESFA is already looking to move away from current practices and towards implementing a hard NFF for 2023/24.
- 6.2 Indications are that this round of formula determination (for 2022/23) will be the last time LAs and School Forum can decide on local priorities for funding mainstream schools in the area.
- 6.3 Information on future arrangements will be shared with Schools Forum as and when this becomes available.

Appendix A unit values

Proposed formula
 Retained 21-22 AWPU, with AEN uplifted and lump sum preserved at £125k
 MFG=0.50%

FOR REFERENCE
 VALUES PAID IN 2021-22 FORMULA

FOR REFERENCE
 2021-22 formula values
 MFG=0.50%

FOR REFERENCE
 2022-23 NFF VALUES

FOR REFERENCE
 2022-23 NFF VALUES

Proportion of NFF value

Factor		Increase on 21-22			
Basic Entitlement (Primary)	3,123.00	0.0%	3,123.00	3,217.00	97.08%
Basic Entitlement (KS3)	4,404.00	0.0%	4,404.00	4,536.00	97.09%
Basic Entitlement (KS4)	4,963.00	0.0%	4,963.00	5,112.00	97.09%
Free School Meals (Primary)	£553.81	11.4%	497.13	470.00	117.83%
Free School Meals(Secondary)	£553.81	11.4%	497.13	470.00	117.83%
Free School Meals Ever 6 (Primary)	£692.27	11.4%	621.42	590.00	117.33%
Free School Meals Ever 6(Secondary)	£1,011.32	11.4%	907.81	865.00	116.92%
IDACI (P F)	258.85	11.4%	232.36	220.00	117.66%
IDACI (P E)	313.03	11.4%	280.99	270.00	115.94%
IDACI (P D)	493.62	11.4%	443.10	420.00	117.53%
IDACI (P C)	535.75	11.4%	480.92	460.00	116.47%
IDACI (P B)	571.87	11.4%	513.34	490.00	116.71%
IDACI (P A)	746.45	11.4%	670.05	640.00	116.63%
IDACI (S F)	373.23	11.4%	335.03	320.00	116.63%
IDACI (S E)	499.64	11.4%	448.50	425.00	117.56%
IDACI (S D)	698.29	11.4%	626.82	595.00	117.36%
IDACI (S C)	758.49	11.4%	680.86	650.00	116.69%
IDACI (S B)	818.68	11.4%	734.89	700.00	116.95%
IDACI (S A)	1,041.42	11.4%	934.83	890.00	117.01%
EAL3 (P)	£662.17	11.4%	594.40	565.00	117.20%
EAL3 (S)	£1,787.87	11.4%	1,604.88	1,530.00	116.85%
Low Attainment (P)	£1,318.33	11.4%	1,183.40	1,130.00	116.67%
Low Attainment (S)	£1,998.56	11.4%	1,794.01	1,710.00	116.88%
Lump Sum P	125,000.00	0.0%	125,000.00	121,300.00	103.05%
Lump Sum S	125,000.00	0.0%	125,000.00	121,300.00	103.05%

Appendix B formula distribution

Proposed formula
Retained 21-22 AWPUs, with AEN uplifted and lump sum preserved at £125k
MFG=0.50%

FOR REFERENCE
VALUES PAID IN 2021-22 FORMULA
FOR REFERENCE
2021-22 formula values
MFG=0.50%

	302,660,934	Increase on 21-22 3.0%	293,863,671
TOTAL COST OF FORMULA			
Basic Entitlement	205,760,033	0.6%	204,455,038
Basic Entitlement (Primary)	110,432,403	-1.6%	112,210,171
Basic Entitlement (KS3)	56,904,084	1.5%	56,049,708
Basic Entitlement (KS4)	38,423,546	6.2%	36,195,159
Deprivation	38,536,323	13.8%	33,874,326
Free School Meals	8,414,777	20.4%	6,988,239
Free School Meals (Ever 6)	13,662,554	12.5%	12,142,151
IDACI (F)	1,961,134	15.0%	1,705,226
IDACI (E)	2,069,218	14.2%	1,811,681
IDACI (D)	2,018,098	11.3%	1,812,599
IDACI (C)	2,542,046	9.6%	2,320,133
IDACI (B)	4,172,032	10.4%	3,780,694
IDACI (A)	3,696,464	11.6%	3,313,604
EAL	3,875,366	15.2%	3,364,993
EAL3 (P)	2,815,960	11.4%	2,528,638
EAL3 (S)	1,059,406	26.7%	836,355
Prior Attainment	23,478,407	9.5%	21,434,366
Low Attainment (P)	14,036,959	6.0%	13,239,304
Low Attainment (S)	9,441,448	15.2%	8,195,062
Lump Sum	15,750,000	-1.6%	16,000,000
Split Sites	626,436	0.6%	622,961
Rates (NNDR)	2,548,937	-1.8%	2,596,047
PFI Funding	7,113,586	8.3%	6,568,408
Minimum Funding	4,971,846	0.5%	4,947,532
Additional to meet minimum per pupil	4,565,318	10.8%	4,118,483
MFG	406,528	-51.0%	829,049

Appendix C School budget shares

FOR REFERENCE
VALUES PAID IN 2021-22 FORMULA

Proposed formula	FOR REFERENCE
Retained 21-22 AWP, with AEN uplifted and lump sum preserved at £125k	2021-22 formula values
MFG=0.50%	MFG=0.50%

2022/23 NOR	School Name	2021-22 funding*	2021/22 NOR	Potential cash change	Change in NOR
56024	Total	302,660,933	292,356,354	55,713	
488	Trinity Academy	3,030,645	1,901,008	311	1,129,637
1173	Oasis Academy Brislington	8,461,843	7,504,120	1,045	957,723
1137	Merchants' Academy	7,617,790	6,760,981	1,056	856,809
130	Willow Park CofE Primary School	748,908	-	-	748,908
1257	Bristol Brunel Academy	9,224,264	8,549,169	1,188	675,095
978	Bridge Learning Campus	6,917,355	6,328,958	945	588,397
1032	The City Academy Bristol	7,385,242	6,823,730	982	561,512
1184	Cotham School	7,517,901	7,040,398	1,152	477,503
851	Blaise High School	6,180,564	5,732,977	815	447,587
1018	St Bede's Catholic College	5,660,234	5,337,069	979	323,165
748	Bristol Cathedral Choir School	4,338,845	4,038,807	720	300,039
1053	Bristol Metropolitan Academy	7,816,435	7,546,739	1,021	269,696
882	Oasis Academy John Williams	5,657,549	5,438,480	877	219,070
1168	Redland Green School	6,516,564	6,312,064	1,154	204,500
898	Orchard School Bristol	6,528,237	6,331,688	903	196,549
797	Ashton Gate Primary School	3,509,143	3,321,006	768	188,137
389	Oasis Academy Marksbury Road	1,768,101	1,583,977	360	184,124
595	Begbrook Primary Academy	2,550,477	2,378,682	566	171,795
613	Whitehall Primary School	2,661,549	2,505,792	587	155,757
1077	Fairfield High School	6,445,487	6,290,600	1,073	154,887
359	Hareclive E-ACT Academy	2,117,293	1,964,333	354	152,960
339	Four Acres Academy	1,831,418	1,680,772	322	150,646
426	Cathedral Primary School	1,903,291	1,758,690	393	144,602
337	Bannerman Road Community Academy	1,896,743	1,754,181	329	142,562
376	Oasis Academy Connaught	2,052,632	1,912,487	355	140,145
380	Perry Court E-Act Academy	1,901,887	1,775,202	362	126,685
1084	St Mary Redcliffe and Temple School	6,163,033	6,041,562	1,079	121,470
832	Bishop Road Primary School	3,655,067	3,538,257	821	116,810
996	Bristol Free School	5,529,612	5,422,105	989	107,507
159	Avanti Gardens School	756,804	654,157	133	102,647
207	Broomhill Junior School	1,033,722	939,061	191	94,661
405	Blaise Primary and Nursery School	1,965,600	1,873,758	398	91,842
1043	Bedminster Down School	7,324,914	7,233,516	1,060	91,397
789	Oasis Academy Brightstowe	5,636,977	5,546,840	803	90,137
192	Oasis Academy Bank Leaze	1,051,289	970,585	184	80,705
734	St Bernadette Catholic Secondary School	4,506,665	4,428,354	737	78,311
408	Oasis Academy Long Cross	2,119,028	2,043,820	409	75,208
327	Minerva Primary Academy	1,585,021	1,511,355	312	73,665
392	Redfield Educate Together Primary Academy	1,793,038	1,729,350	379	63,688
406	Fair Furlong Primary School	2,227,000	2,164,045	412	62,955
415	Little Mead Primary Academy	1,966,051	1,903,330	416	62,721
256	Fairlawn Primary School	1,146,957	1,086,529	242	60,428
749	Montpelier High School	4,209,157	4,150,354	752	58,800
499	St Johns Church of England Primary School	2,198,805	2,140,184	495	58,621
206	Badocks Wood E-ACT Academy	1,182,485	1,126,207	204	56,278
597	West Town Lane Academy	2,556,558	2,501,633	596	54,925
627	Bridge Farm Primary School	2,707,179	2,654,041	626	53,138
320	Henbury Court Primary Academy	1,632,354	1,581,410	321	50,945
1070	Ashton Park School	6,222,569	6,171,749	1,087	50,820
384	St Werburgh's Primary School	1,872,306	1,821,861	387	50,444
197	Holy Cross RC Primary School	1,013,272	964,363	194	48,909
544	Cotham Gardens Primary School	2,367,158	2,320,918	544	46,240
371	Greenfield E-Act Primary Academy	1,969,792	1,925,037	378	44,755
552	Two Mile Hill Primary School	2,492,057	2,448,901	557	43,157
189	Ashton Vale Primary School	893,532	850,691	183	42,840
431	Shirehampton Primary School	2,013,461	1,972,285	432	41,176
389	St Mary Redcliffe Church of England Primary School	1,829,086	1,788,386	392	40,700
132	The Kingfisher School	775,399	738,134	135	37,265
209	Brentry Primary School	1,037,036	1,001,978	208	35,058
620	Knowle Park Primary School	2,680,652	2,646,015	621	34,637
362	Parson Street Primary School	1,786,854	1,753,458	366	33,396
175	Sefton Park Infant School	806,408	773,833	174	32,575
416	Westbury-On-Trym Church of England Academy	1,779,544	1,748,364	417	31,180
201	St Bernard's Catholic Primary School	939,621	908,579	199	31,042
361	Elmlea Junior School	1,544,377	1,513,692	361	30,685
178	Frome Vale Academy	926,439	897,480	175	28,959
220	Chester Park Infant School	1,096,050	1,069,930	215	26,120
208	St Teresa's Catholic Primary School	1,011,149	985,791	208	25,358
208	Stoke Park Primary School	1,095,782	1,070,567	207	25,215
411	Westbury Park School	1,756,594	1,734,199	414	22,395
411	Headley Park Primary School	1,765,211	1,743,761	415	21,450
317	Ilminster Avenue E-ACT Academy	1,739,316	1,718,138	325	21,179
198	Sea Mills Primary School	1,040,403	1,020,158	203	20,245
392	Fishponds Church of England Academy	1,789,356	1,769,503	392	19,852
270	Elmlea Infant School	1,163,825	1,145,055	271	18,770
413	Waycroft Academy	1,767,745	1,749,360	417	18,385
408	Horfield Church of England Primary School	1,774,384	1,756,424	412	17,960
197	School of Christ The King Catholic Primary School	1,100,562	1,084,075	204	16,488
203	St Joseph's Catholic Primary School	922,263	906,481	200	15,782
207	Wansdyke Primary School	1,017,722	1,005,111	210	12,610
174	Woodlands Academy	928,598	916,769	182	11,829
604	Holymead Primary School	2,655,414	2,643,785	610	11,629
411	St Peter's Church of England Primary School	2,007,980	1,997,089	419	10,891
407	Brunel Field Primary School	1,814,136	1,803,808	408	10,328
206	St Patrick's Catholic Primary School	1,001,228	992,189	210	9,039
412	Glenfron Primary School	1,858,791	1,851,160	416	7,631
562	Southville Primary School	2,478,792	2,471,410	571	7,383
223	Sefton Park Junior School	951,095	944,680	226	6,415
179	Upper Horfield Primary School	976,174	970,603	185	5,571
140	Broomhill Infant School	752,596	747,131	141	5,465
205	St Bernadette Catholic Voluntary Aided Primary School	915,133	915,094	206	39
412	Victoria Park Primary School	1,762,976	1,763,259	419	-283
390	Easton Church of England Academy	2,183,526	2,184,975	404	-1,448
568	St Ursula's E-ACT Academy	2,436,330	2,438,210	580	-1,880
354	Henleaze Junior School	1,514,247	1,521,777	363	-7,530
193	Avonmouth Church of England Primary School	971,421	983,284	202	-11,863
399	Hillcrest Primary School	1,726,935	1,742,841	410	-15,906

Appendix C School budget shares

FOR REFERENCE
VALUES PAID IN 2021-22 FORMULA

Proposed formula	FOR REFERENCE
Retained 21-22 AWPU, with AEN uplifted and lump sum preserved at £125k	2021-22 formula values
MFG=0.50%	MFG=0.50%

2022/23 NOR	School Name		2021-22 funding*	2021/22 NOR	Potential cash change	Change in NOR
56024	Total	302,660,933	292,356,354	55,713		
204	Our Lady of the Rosary Catholic Primary School	998,749	1,019,085	211	-20,337	-7
167	Hotwells Primary School	774,794	795,862	180	-21,069	-13
191	Fonthill Primary Academy	1,016,629	1,043,479	206	-26,850	-15
408	Cheddar Grove Primary School	1,801,947	1,829,047	419	-27,100	-11
676	Filton Avenue Primary School	3,144,135	3,175,197	700	-31,062	-24
322	Barton Hill Academy	1,876,089	1,907,937	345	-31,848	-23
176	Cabot Primary School	1,044,264	1,077,380	187	-33,116	-11
398	Stoke Bishop Church of England Primary School	1,704,425	1,741,655	415	-37,230	-17
146	Compass Point Primary School	826,499	866,126	161	-39,627	-15
164	Ss Peter and Paul RC Primary School	748,190	794,753	181	-46,562	-17
461	May Park Primary School	2,232,547	2,279,400	474	-46,853	-13
396	Ashley Down Primary School	1,718,090	1,765,009	416	-46,919	-20
283	Chester Park Junior School	1,380,452	1,428,329	300	-47,877	-17
379	St Bonaventure's Catholic Primary School	1,627,190	1,686,935	401	-59,745	-22
195	Oasis Academy New Oak	981,518	1,049,187	213	-67,668	-18
129	St Nicholas of Tolentine Catholic Primary School	771,915	843,370	148	-71,455	-19
736	Air Balloon Hill Primary School	3,198,492	3,272,728	769	-74,235	-33
240	Henleaze Infant School	1,042,936	1,119,839	263	-76,903	-23
139	Evergreen Primary Academy	815,896	895,986	156	-80,090	-17
64	St Barnabas Church of England VC Primary School	464,745	550,058	84	-85,312	-20
266	Hannah More Primary School	1,511,227	1,608,134	299	-96,907	-33
156	Summerhill Infant School	804,732	909,606	183	-104,874	-27
119	Luckwell Primary School	589,859	698,586	148	-108,727	-29
260	Wicklea Academy	1,165,356	1,285,337	294	-119,981	-34
190	St Anne's Infant School	900,907	1,027,513	223	-126,606	-33
260	Summerhill Academy	1,215,304	1,351,687	296	-136,383	-36
323	Christ Church Church of England Primary School	1,379,384	1,519,129	363	-139,745	-40
290	Nova Primary School	1,427,074	1,576,137	328	-149,063	-38
275	The Dolphin School	1,384,575	1,534,164	319	-149,589	-44

DSG Management Plan Update

Purpose of report

The purpose of this report is to present latest DSG Management Plan (“the Plan”) to Bristol City Council Cabinet for information and consideration in making final decisions on the Schools Budget for 2022/23. The updates within this report are subsequent to the Plan presented in November 2021 Schools Forum’s meeting.

1. Recommendation(s)

The Cabinet is invited to note the following:

- the latest updates in the Plan, to which a verbal update will be provided to the Schools Forum on 13th January 2022 regarding latest position / changes reported to the Cabinet as described in this paper
- the next version of the Plan update will be provided to the Schools Forum in March 2022

2. Background

Subsequent to November 2021 Schools Forum meeting, ESFA announced 2022/23 DSG allocations on 18th December 2021, DSG management plan was updated for January 2022 Cabinet meeting.

3. Developments since November 2021 Schools Forum meeting

3.1 As illustrated in Table 1, ESFA confirmed 2022-23 DSG funding allocation, which is an uplift of £13.257m or 3.3% from 2021-22 allocation. However, as additional £8.928m is for Schools Block where majority of the funding is passported to schools and will be fully spent. £75.523m for High Needs Block representing £7.157m or 10.5% uplift from 2021-22, this is not sufficient to cover current forecasted annual need or contribute to the accumulated historic deficits. The DSG deficit forecast is anticipated to rise further until mitigations plans can be fully developed, consulted on, and begin to take effect in the coming years.

Table 1 - Bristol ESFA DSG funding allocation	2022-23 at December 2021	2021-22 allocation	changes in £ (-: reduction)	changes in % (-: reduction)	notes on changes:
Schools block (£s)	306,191,892	297,263,671	8,928,221	+3.0%	unit funding has gone up by 2.5% & 2.8% plus secondary numbers increased by 3.2%; offset by slight primary number reduction.
Central school services block (£s)	2,742,301	2,773,572	-31,271	-1.1%	historic responsibilities was 599k & 147k in 2020/21, but £147k element no longer exist (Prudential borrowing)
High needs block (£s)	75,523,356	68,366,381	7,156,975	+10.5%	mainly driven by increase in numbers.
Early years block (£s)	34,388,430	37,185,464	-2,797,034	-7.5%	Based on participation, numbers participating is reducing.
Total DSG allocation (£s)	418,845,979	405,589,088	13,256,891	+3.3%	overall 3.3% increase in funding allocation

3.2 DSG Management Plan deficit is forecasted to increase further due to an increase in current year deficit forecast of £2.689m (movement between P08 forecast in this report and P04 forecast in previous version). Without mitigations and increased government funding the current trends indicate that this would result in an unmitigated DSG deficit of £26.788m for 2021-22.

3.3 In order to deliver the service need on a sustainable footing, work and collaboration continue with Transformation Programme working group to finalise early mitigation proposals for consideration by the Schools Forum in March 2022, and further work and engagement thereafter and where appropriate consultation on the co-design of these potential mitigations for development and implementation in subsequent years.

3.4 Table 2 below provide high level calculations, for illustration purposes only of the potential variation in the financial position if the hypothesis being considered, including additional government funding where implemented.

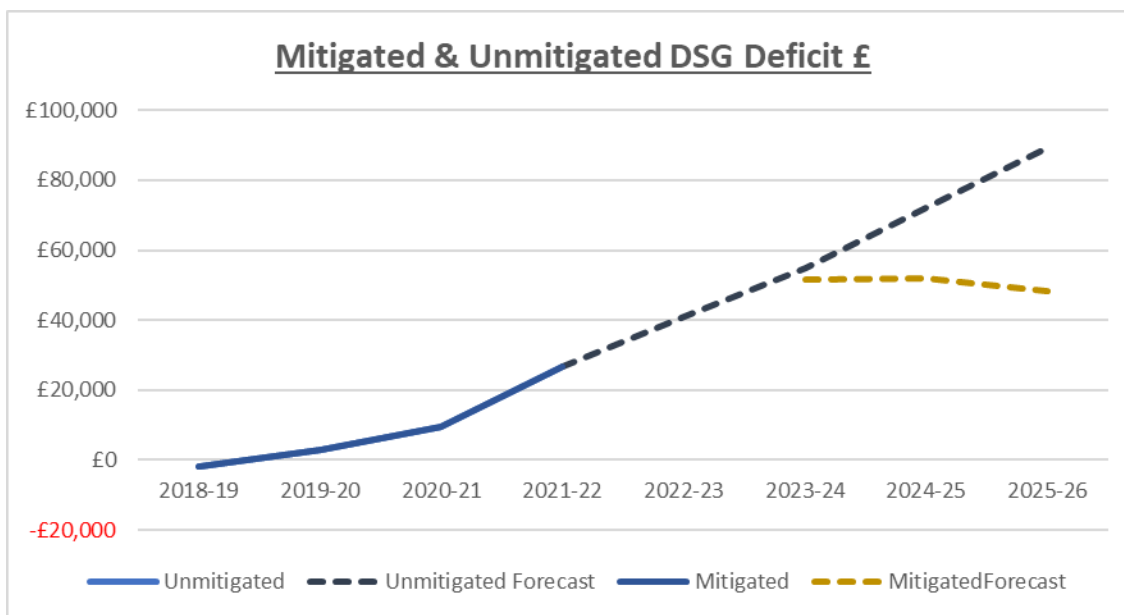
Table 2	2021/22	2022/23	2023/24	2024/25	2025/26	TOTAL
Demand management	£0	£0	-£161,907	-£203,691	-£257,074	-£622,672
Supply of Provisions	£0	£0	-£2,680,259	-£3,908,224	-£4,140,912	-£10,729,395
HNB Income Forecast	£0	£0	-£4,510,152	-£9,290,913	-£14,358,520	-£28,159,585
Total	£0	£0	-£7,352,318	-£13,402,828	-£18,756,506	-£39,511,652

3.5 Based on the work completed to date mitigations of £0.871m originally outlined in the 2022-23 financial year has been removed to enable further work. This has been offset by increased funding in HNB of £0.351m confirmed by ESFA December 2021 allocation and resulting in an indicative £39.512m of mitigations.

3.6 The movement outlined above results in a movement in the mitigated DSG deficit forecast of £3.163m from 2022-23 to £40.975m, and will reach £48.175m in 2025-26, as opposed to £45.012m in the November version of the DSG deficit management report. The projected movement is illustrated in Table 3 and graph below.

DSG Summary of end of year positions as at January 2022

Table 3	2018-19 £,000s	2019-20 £,000s	2020-21 £,000s	2021-22 £,000s	2022-23 £,000s	2023-24 £,000s	2024-25 £,000s	2025-26 £,000s
Revised DSG position (surplus)/deficit reported to the Cabinet in January 2022	-£1,962	£2,893	£9,527	£26,788	£40,975	£49,481	£51,831	£48,175
Planned DSG position (surplus)/deficit reported to Schools' Forum in November 2021	-£1,962	£2,893	£9,527	£24,099	£37,812	£46,318	£48,668	£45,012



Further details of previous version of DSG management plan and its background context is available via [Nov2021 DSG Mgt Plan](#).

Equality Impact Assessment [version 2.9]



Title: Dedicated Schools Grant Budget 2022-23	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input checked="" type="checkbox"/> Other [please state] Budget	<input checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: People	Lead Officer name: Alison Hurley
Service Area: Education and Skills	Lead Officer role: Director

Step 1: What do we want to do?

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

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

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

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

Purpose:

To note the in year 2021/22 position for the overall Dedicated Schools Grant and to set the Dedicated Schools Grant for 2022/2023 to create a fair and consistent distribution of funding that is closely aligned to need and is essential to supporting opportunity for all children, irrespective of their background, ability and need.

The Dedicated Schools Grant is the main source of revenue funding for state-funded 5 to 16 schools in England. DSG is paid to local authorities, minus deductions ('recoupment') for academies and subject to certain other adjustments. The Grant comprises of four blocks:

- The Schools Block
- Schools Central Services Block
- The High Needs Block
- The Early Years Block

The Dedicated Schools Grant (DSG) is a ring-fenced grant of which the majority is used to fund individual school budgets in maintained schools, academies and free schools. It also funds early years nursery free entitlement places for two, three and four year olds as well as provision for pupils with high needs including those with Special Educational Needs and or Disabilities (SEND) Education Health and Care Plans (EHCPs) in special schools and specialist provision in and out of Bristol.

Our Goals:

- Enable all children and young people to achieve their potential through having access to the right resources and provision needed to meet their needs and the right support for their education settings.
- Improve outcomes for Bristol's children and young people with SEND as well as those identified with high needs including educational aspirations, engagement and progress in learning, in line with those who do not have SEND or high needs.
- Make sure all children and young people attend the right education setting that can meet their needs, where they receive a full time/ appropriate education offer that ensures they are safeguarded and their

welfare is promoted.

- Reduce persistent absence and increase attendance for children and young people in receipt of SEN Support and those with EHCPs.
- Reduce / eliminate the need for permanent exclusions and reduce multiple suspensions for children and young people in receipt of SEN Support and those with EHCPs.
- Ensure each young person progresses post-16 to suitable education, training or employment and is fully prepared for adulthood.

1.2 Who will the proposal have the potential to affect?

<input type="checkbox"/> Bristol City Council workforce	<input checked="" type="checkbox"/> Service users	<input type="checkbox"/> The wider community
<input type="checkbox"/> Commissioned services	<input 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 [Include a reference where known]	Summary of what this tells us
Joint Strategic Needs Assessment https://www.bristol.gov.uk/en_US/policies-plans-strategies/joint-strategic-needs-assessment	The Joint Strategic Needs Assessment reports on the health and wellbeing needs of the people of Bristol. It brings together detailed information on local health and wellbeing needs and looks ahead at emerging challenges and projected future needs. The JSNA is used to provide a comprehensive picture of the health and wellbeing needs of Bristol (now and in the future); inform decisions about how we design, commission and deliver services, and also about how the urban environment is planned and managed; improve and protect health and wellbeing outcomes across the city while reducing health inequalities; and provide partner organisations with information on the changing health and wellbeing needs of Bristol, at a local level, to support better service delivery.
SEN2 Education, health and care plans, Reporting Year 2021 – Explore education statistics – GOV.UK (explore-education-statistics.service.gov.uk)	This is an annual statutory return which provides data on children and young people with an education, health and care (EHC) plan maintained by the local authority.
Local Area education performance (Early Years, School Age mainstream and specialist provision) Early years foundation stage profile results: 2018 to 2019 - GOV.UK (www.gov.uk) Statistics: key stage 2 - GOV.UK (www.gov.uk) Statistics: GCSEs (key stage 4) - GOV.UK (www.gov.uk)	National statistics published by the DfE on attainment outcomes for local authorities for early years foundation stage and at the end of Key stage 2 and Key stage 4. Includes a breakdown by characteristics including SEN provision.
Attendance and absence data Statistics: pupil absence - GOV.UK (www.gov.uk)	DfE Statistics on overall authorised and unauthorised pupil absences by school type, including persistent absentees and pupil characteristics
Population of Bristol https://www.bristol.gov.uk/statistics-census-information/the-population-of-bristol	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.
<p>Additional comments:</p> <p>Summary points</p> <ul style="list-style-type: none"> • There are just over 11,750 pupils in Bristol schools with Special Educational Needs (SEN), which is 16.9% of all pupils. • Approximately 4.1% of Bristol’s child population have a “limiting long-term illness or disability”, higher than the national average of 3.8%. • 20.4% pupils have English as an additional language <p>Numbers of children and young people with SEN in Bristol schools</p> <p>As at January 2021, there were 69,412 children on roll in Bristol schools.</p> <ul style="list-style-type: none"> • 11,758 (16.9%) pupils with special educational needs (SEN) • 9,541 (13.7%) are receiving SEN support • 2,217 (3.2%) have an Education, Health and Care Plan (EHCP) • 582 pupils with an EHCP are female (26.9%) and 1,580 are male (73.1%). <p>4,736 pupils with SEN support are at a primary school (12.9% of all primary pupils) and 3,378 are at secondary schools (incl. All-throughs) in Bristol (14.4% of secondary pupils).</p> <ul style="list-style-type: none"> • 1,126 pupils with an EHCP are attending a special school (99% of all pupils in special schools), 460 are at secondary school, (incl. All-throughs) which is 2% of all pupils in secondary school and 534 are at primary schools (1.5% of all pupils at primary). 13 pupils with an EHCP are attending nursery and 31 a pupil referral unit. • The proportion of children with an EHCP in primary schools has increased in the last year to be 	

greater than the proportion in secondary schools.

- The most prevalent primary needs by SEN in Bristol are: Social, Emotional and Mental Health; Speech, Language and Communication Needs; Specific Learning Difficulty; Moderate Learning Difficulty; Autistic Spectrum Disorder.

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

- | | | |
|---|--|--|
| <input checked="" type="checkbox"/> Age | <input checked="" type="checkbox"/> Disability | <input type="checkbox"/> Gender Reassignment |
| <input type="checkbox"/> Marriage and Civil Partnership | <input type="checkbox"/> Pregnancy/Maternity | <input checked="" type="checkbox"/> Race |
| <input type="checkbox"/> Religion or Belief | <input checked="" type="checkbox"/> Sex | <input 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 performance and attendance data due to the impact of Covid on school continuity and exams. Bristol City Council commissioned a SEND data independent review¹ in 2019 with a number of recommendations to improve data collection which have/are being implemented.

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 consulted all schools in October 2021 on the proposals to transfer funding between blocks, on the principles of the funding formula for mainstream schools and the arrangements for some central budgets for maintained mainstream schools.

We are consulting with all Early Years settings in relation to the funding in this area. It is proposed to continue all existing rate arrangements and supplements as agreed in previous years into the financial year 2022/2023 with one exception; Bristol City Council will increase the hourly base rate for Eligible 2 Year Olds by £0.21 (increasing the rate from £5.56 to £5.77 from April 2022) after receiving an £0.21 increase from the Department for Education (i.e. BCC are passing through the full increased rate from the DfE) to allocate for 2022/23.

Where it is in the local authority remit we will explore opportunities to target funding to those groups which the evidence demonstrates face barriers to their educational achievement. We believe that all pupils will benefit from a fairer distribution of funding. Where decisions may have a disproportionate impact on some children and young people because of the protected characteristics, appropriate engagement and consultation will ensure the views of service users, and groups that represent them are taken into account and help build a consensus around the case if any for change and that our statutory duties are complied with.

All responses to the DSG Budget Consultation have been analysed and summarised in relevant Schools Forum reports that are published on the Bristol City Council website.

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.

Schools Forum will continue to engage in the budget developments through the main meetings and finance sub-group.

Two Task and Finish Groups have been established to support the development and implementation of the DSG Management Plan. The Groups are focused on the Early Years Block and the High Needs Block.

We will be consulting the public on the arrangements for High Needs in Bristol, as part of the developing DSG Management Plan

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)

Through the Local Authority's statutory role and duties, consideration is given to any adverse impact on children and young people, based on their protected characteristics. These duties include:

- Determination of the budgets for distribution to schools and early years settings, and allocation of the High Needs Block – all in the context of the National Funding Formula for each block.
- Commissioning of school places, personal education packages, alternative learning provision and post 16 education for children and young people we are responsible for.
- Responsibility for ensuring there are sufficient education places and the right types of education settings in our area.
- Arranging education for permanently excluded pupils, children and young people with EHCPs and Children in Care and others who, because of illness or other reasons, are unable to attend mainstream settings.
- Ensuring the Local Authority, schools and other partners are focused on safeguarding and promoting the welfare of children and young people with SEND up to age 25.
- Promoting and driving high standards in education across all types of educational provision.
- Establishing financial provision for children and young people with EHCPs
- Ensuring compliance with statutory duties associated with SEND legislation, safeguarding and Looked After Children/ Care Leavers.

PROTECTED CHARACTERISTICS	
Age: Young People	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	The proposals for budget allocations for Early Years settings (Maintained Nursery Schools, nursery classes in infant / primary schools, Private, Voluntary and Independent settings) are a continuation of the 2021/22 rate arrangements and supplements (and are to be put to School Forum for agreement in January 2022) into the financial year 2022/2023 with one exception; Bristol City Council intends to increase the hourly base rate for Eligible 2 Year Olds by £0.21 (increasing the rate from £5.56 to £5.77 from April 2022) after receiving an £0.21 increase from the Department for Education (i.e. BCC are passing through the full increased rate from the DfE). The scope for change to address inflationary pressures or to refocus the formula on supporting protected groups is limited because of the freezing of early years funding rates in the Early Years National Funding Formula. Settings have had to adapt to the introduction of the Early Years National Funding Formula, with funding levels for 3 and 4 year olds having reduced from £6.36 in 2016/17 to £5.69 in 2019/20 and has remained unchanged since and into 2022/23. For 2 year olds, the rate is increasing from £5.56 to £5.77. The extension of the early years funded provision from 15 hours to 30 hours per week is a difficulty for some settings which had been able to sell extra hours to their parents at rates that are higher than the rates they receive through the EYNFF. Settings have known that this would be the trajectory, but had hoped that some inflationary pressures would be built into the national funding rates. This will mean difficult choices for settings to operate within the available funding and presents challenges to many settings in achieving a balanced budget. Currently this is demonstrated with 11 maintained nursery schools in deficit.
Mitigations:	See comments above
Age: Older People	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Disability	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	The High Needs budget is being set on the basis of existing policies and existing rates to settings, with forecast levels of demand. Any changes to policies or rates will emerge from the work of the High Needs Improvement Programme (in development), which will take account of impacts through stakeholder engagement, consultation and equality impact assessments. The budget proposals, as they stand, represent no change on existing practice or funding rates, but the programme will seek to understand and address areas where outcomes for children and young people are not good.
Mitigations:	See comments above
Sex	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Race	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> The population of Bristol has become increasingly diverse and some local communities have changed significantly. There are now at least 45 religions, at least 180 countries of birth and at least 91 main languages spoken. The proportion of the population who are not 'White British' increased from 12% (2001) to 22% (2011) Whilst we do not think that the overall budget setting should have a

	<p>disproportionate impact on Race we are aware of existing disparities for Black, Asian and minority ethnic pupils. The 2017 Runnymede Report “Bristol - a city divided?” found ethnic minorities in Bristol experience greater disadvantage than in England and Wales as a whole in education and this is particularly so for Black African people. Black African young people are persistently disadvantaged in education compared to their White peers and addressing educational inequalities requires attention to the unrepresentativeness of the curriculum, lack of diversity in teaching staff and school leadership and poor engagement with parents.</p> <ul style="list-style-type: none"> • Although Bristol has low rates of permanent exclusion it has one of the highest rates for fixed term exclusions of any local authority in England, and a disproportionately high percentage of school pupils from Black, Asian and minority ethnic backgrounds have had one or more fixed term exclusion, compared to other English core cities and nationally. Nationally Gypsy and Roma, and Traveller of Irish Heritage pupils have the highest school exclusion rates (both permanent and temporary) however Mixed White and Black Caribbean, and Black Caribbean pupils also have high exclusion rates, and both are nearly three times as likely to be permanently excluded as White British pupils. • There is an urgent need to recruit more Black Asian and ethnic minority teachers and teaching staff in Bristol. A 2018 BBC report⁴ found that of the 1,300 teachers in Bristol, only 26 were Black, equating to less than two per cent. Local stakeholder engagement suggests schools may indirectly discriminate against Black, Asian and minority ethnic pupils due to lack of cultural competence. Rules about appearance may penalise pupils who dress differently or have different hairstyles. Conduct rules may not take into account the diversity of culture around language and ways of demonstrating inter-generational respect. • Other research indicates Black and Mixed ethnicity pupils in England (especially boys) are frequently associated by school staff with criminality, violence and hyper-sexuality e.g. groups of friends and siblings labelled as a 'gang'⁵. Youth workers and education professionals in Bristol have told us that Black pupils may struggle to understand their own cultural identity. Just as there is a disproportionately high ‘stop and search’ rate of ethnic minority young people by police, Black, Asian and minority ethnic school children may face additional discrimination because of their visibility.
Mitigations:	There is limited scope to address systemic inequality in this budget setting however all known existing disparities should be acknowledged and considered as part of ongoing service design and commissioning
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> • 27.9% of pupils are disadvantaged in Bristol

	<ul style="list-style-type: none"> • 26.3% pupils receive Free School Meals • Overall 70.7% of Early Years learners achieve a good level of development in Bristol. However there are big disparities by area with e.g. 53.9% in Hartcliffe and Withywood, and 91.3% in Cotham • Hartcliffe and Withywood has the highest rate of school pupils with SEN in Bristol (234.5 per 1,000) and Cotham has the lowest (95.6 per 1,000)
Mitigations:	In setting this Budget we are acutely aware of existing disparities for pupils living in areas of deprivation and low income households. Whilst there is limited scope to address systemic issues in this budget setting we have considered socio-economic inequality as far as possible and will continue to do so as part of ongoing service design and commissioning
Carers	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	As above any negative impact on Early Years settings may restrict the range of provision available which would have a disproportionate impact on carers
Mitigations:	As above
Other groups [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

In the Schools Block, all mainstream schools' per pupil funding is being increased by at least 0.5% above the 2021/2022 level, with the funding available beyond this amount being distributed increased values for deprivation, English as an Additional Language (EAL) and low prior attainment.

The transfer of £1.5m from Schools Block to High Needs Block has been agreed in principle, after consultation with all schools and a formal decision by Schools Forum. This provides more funding for pupils with protected characteristics in the High Needs Block. Decision to be formalised in January's Schools Forum meeting.

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 identified from the overall budget setting. However a necessary change to the hourly base rate for Eligible 2 Year Olds in line with DfE increases may exacerbate the existing pressures for Early Years Settings.

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

The EQIA has helped shaped the whole approach to setting the DSG for 2022/23, particularly for the High Needs

budget. The approach is different to that adopted in recent years. We now have a longer, more considered approach to the High Needs budget, focussed on outcomes for children and young people.

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
We have thoroughly reconsidered the equalities impacts and consultation duties associated with service planning and budget setting.	Angel Lai	Completed
We will update this equality impact assessment with any potential impacts identified through analysis of local and national data set, and emerging issues.	Alison Hurley	Ongoing
Additional EQiA, specifically related to the DSG Management Plan is currently in development and will be provided, alongside the plan, to Schools Forum in March 2022.	Alison Hurley	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.

Ongoing review through the statutory function of Schools Forum, which meets bi-monthly. This is a key stakeholder forum for the Local Authority.

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 Director¹.

Equality and Inclusion Team Review:	Director Sign-Off: Alison Hurley
Date:	Date: 21.12.2021

¹ 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: 18 January 2022

TITLE	HRA Budget and Business Plan 2022-23		
Ward(s)	All		
Author: Sarah Spicer		Job title: Business Innovation Manager	
Cabinet lead: Cllr Tom Renhard Cabinet Member for Housing Delivery and Homes		Executive Director lead: Stephen Peacock Executive Director Growth and Regeneration	
Proposal origin: BCC Staff			
Decision maker: Cabinet Member Decision forum: Cabinet			
<p>Purpose of Report: The report seeks Cabinet’s endorsement of the proposed 2022/23 Housing Revenue Account (HRA) Budget, 5-year medium term plan and 30-year business plan. In addition, it seeks delegated authority to appoint all necessary contractors and apply for / receive grants to deliver the Housing Investment Plan (HIP) (Appendix A2) and HRA Development Programme for new council homes (Appendix A3) (HDP). To ensure long-term viability of HRA finances, the HRA 30-year business plan has undergone a thorough review. Attached for information is summary of the financial modelling, demonstrating a viable long-term position (Appendix A4).</p>			
<p>Evidence Base: The Housing Revenue Account (HRA) is a separate ring-fenced account and covers all activities of BCC as landlord of circa 28.5k housing stock (approx. 27,000 rented and 1,500 leasehold properties in blocks where the Council continues to maintain the common areas and the fabric of the building). In addition, it manages approximately 1,600 garages and owns a small number of other assets, such as commercial units.</p> <p>A 1-year revenue budget for 2022/23, a 5-year capital programme 2022/23 – 2026/27 and a 30-year plan are being presented for approval. The budget has been set to ensure that the HRA can deliver its essential repairs, maintenance, and improvements to the housing stock, as well as being able to meet current and forthcoming legislative requirements, the city’s priorities for housing delivery, and meeting our own standards and resident priorities. A refreshed 30-year HRA Business Plan has been prepared, which sets out for Council the updated and re-profiled capital expenditure proposals and outlines how the Council plans to finance the capital programme including use of surplus capital receipts, Affordable Housing Fund, grants and HRA borrowing. Savills has provided a written commentary on the 30-year plan priorities and assumptions which is contained in Appendix A4.</p> <p>There are multiple challenges in managing council homes and making decisions regarding priorities for investment:</p> <ul style="list-style-type: none"> • The main source of funding for the HRA is rents and service charges. The average rent for a council home in Bristol is £81.50, the average social rent in in England which is £85.43 • Some of our homes are very expensive to maintain, for example multi-storey flats and old, Victorian-era properties. The cost of managing them is higher than the income generated through rents and service charges • All homes, blocks and estate require significant investment to keep them in good condition and to comply with regulations such as fire safety, asbestos and gas and electrical testing. • Demand for homes is high, there are over sixteen thousand households on Bristol’s housing waiting list, and nearly a thousand homeless households living in temporary accommodation • Like many cities Bristol has declared a climate emergency. There are opportunities to ‘retrofit’ council homes, making changes to reduce the property’s carbon emissions. There are questions about whether this work should be funded by existing tenants or through Government funding, to avoid placing the burden on some of the poorest members of society. 			

- Bristol has many ambitions, including tackling the housing crisis and climate emergency.

We have undertaken extensive consultation with stakeholders to identify the cities ambitions for council housing. The consultation was titled *The Big Housing Conversation: Investing in Council Homes*. The objective was to identify priorities for future investment and options for funding new investment. Investment options were focussed on three main areas: delivering new homes; investing more in the current stock; and energy efficiency and carbon retrofitting.

Appendix B is a detailed report of the consultation work undertaken. Views were sought from key groups including council tenants and leaseholders, councillors and Bristol Citizens. There were 1471 responses to the online consultation. The consultation demonstrated that:

- All key groups considered building new homes and energy efficiency & carbon retrofitting to be the two highest priorities
- There is support to increase rents and to borrow to deliver more, though key groups had differing views regarding the level of increase
- There is support to increase standards in existing homes, though key groups had differing views regarding the level of investment.

The consultation has influenced the development of a one-year budget for 2022/23, five-year medium term financial plan (MFTP) and 30-year business plan. Approval is sought to increase rents by 1% above inflation for 2022/23. The business plan now assumes that rents will increase in line with Government policy, which allows for annual social rent increases at CPI plus 1% until April 2024. All of this additional income will be used to improve standards in existing council homes with investment in:

- Energy efficiency and reducing carbon emissions: an additional £80m to make homes more energy efficient and to reduce carbon emissions, this will ensure all homes reach a minimum EPC of C by 2030. This brings committed HRA funding to a total of £97m for energy efficiency and carbon retrofitting measures, in addition to £42m invested over the previous 5 years. The approach to delivery of this investment will be confirmed following the outcome of the City Leap procurement in 2022.
- Bathroom modernisation programme: £12.5m to commence a five-year bathroom replacement programme that will deliver 5500 new modern bathrooms in council homes by 2027.
- Investing in communal areas, blocks, and estates: add £0.5m to the 2022/23 budget, and in total £8.7m over 5-years, to improve standards in communal areas, blocks and estates. This will help to address known issues around anti-social behaviour and further work will be undertaken to determine how best to utilise this. This will include looking for opportunities to tackle the city's ecological crisis.
- For 2022/23 up to £350k will be made available for council tenants in financial crisis, with applications managed through the council's Local Housing Crisis Prevention fund.

In addition, it is proposed the programme to invest in new council homes is significantly increased, to support city aspirations to deliver more affordable housing. The existing HRA development programme (2021/22 to 2025/26) is committed to delivering 512 new council homes, 49 of these will be delivered in 2021/22. The new 5-year new plan (2022/23 to 2026/27) proposes developing 1720 council homes, requiring £344.4m investment. This rolling programme will see:

- Approximately 685 new homes delivered by 2024 (including the 49 developed in 2021/22)
- A further 1084 are anticipated to 2027.

In addition to this, it is proposed to bring this total to 2,069 council homes by 2028/29 and to then develop or acquire 300 council homes a year over the lifetime of the business plan. This represents a total investment of over £1.8 billion in new council homes.

Further information on the development programme for new council homes is in Appendix A3. The proposed new homes will primarily be social rent but there needs to be a variety of tenures to achieve mixed and sustainable communities, and financially viable schemes. Delegated approval is sought to provide the Executive Director of Growth and Regeneration with the authority to manage and deliver this programme.

The programme will require the council to undertake additional borrowing for financing, with new council homes generating additional income to more than cover the cost of loan repayments. These proposals have all been evaluated through a review of our 30-year HRA Business Plan model, to ensure they are affordable and that the plan stays in surplus through the plan period. Appendix A4 contains an illustration and commentary of the 30-year forecast of HRA income and expenditure, demonstrating the affordability of these proposals.

The proposed levels of investment in existing stock will rely on subsequent decisions, taken annually, regarding rent increases for council tenants. Government policy regarding rents is unknown beyond April 2024. Should the existing policy of allowing above inflationary increases continue, and the council choose to apply this, any funding generated would be used to improve the condition of the existing stock. This would include extending the bathroom replacement programme and increased investment in communal areas, blocks and estates beyond 2027.

Revenue income

The HRA forecasts revenue income of £127.1m for 2022/23 comprised of:

- **£117m** rental income (net, after allowing for rent loss for empty properties)
- **£8.9m** service charges (based on actual costs, plus an inflationary uplift)
- **£1.2m** in charges for other assets, including garages and shops, and interest on balances.

The primary source of income is from rents and service charges. Average rent for council homes is currently, £81.50, compared to a national average of £85.43 in 2021/22. The recommended increase for 2022/23 of 4.1% means average rents will rise to £84.84.

Revenue expenditure

The highest priority for HRA expenditure is to ensure service provision for council tenants and leaseholders, this includes estates and housing services, and repairs, maintenance and improvements to council housing. The budget for 2022/23 will be:

- **£37.3m** for responsive repairs and maintenance, including compliance safety programmes
- **£31.7m** to deliver supervision and management functions
- **£10.6m** delivering special services

There is significant inflationary uplift in costs, particularly for materials, utilities (gas and electricity) and for new contracts. This has particularly impacted budget requirements for repairing, maintaining and improving homes and blocks. However, significant efficiency savings have been identified to offset the new budget pressures.

Capital Programme Expenditure

The 5-year Capital Programme consists of:

- **£338.7m** for the Housing Investment Programme to maintaining and improving the existing stock as set out in Appendix A2 Housing Investment Programme 2022/23.
- **£344.4m** to deliver 1720 new council homes
- **£2.9m** for Housing IT transformation and other sundry items

There will be a robust and transparent review of the business plan every five years, to ensure we are delivering our commitments and that it remains reflective of the city's priorities. Although we will review the plan at key points, it should be remembered that decisions made today will have impact across the life of the plan. Those same decisions will also leave a legacy for the city.

Attached are appendices that provide information regarding the budget, business plan, Housing Investment Plan and delivery programme:

- A1: The 2022/23 HRA budget and MTFP
- A2: Housing Investment Plan
- A3: Housing Delivery Programme

- A4: 30yr Business Plan Model Commentary
- Appendix B: Consultation report
- Appendix D: Risk assessment
- Appendix E: Equalities Impact Assessment
- Appendix F: ECO Assessment

Cabinet Member / Officer Recommendations:

That Cabinet:

1. Recommends to Full Council, a rent increase of 4.1% effective from Monday 4th April 2022, applicable to HRA dwelling and non-dwelling rent (general needs accommodation, supported housing, temporary accommodation and garages).
2. Recommends to Full Council the one-year revenue budget of £127.1m for 2022/23 set out in Appendix A1.
3. Recommends to Full Council the five-year capital programme 2022/23–2026/27, as detailed in Appendix A1.
4. Recommends to Full Council the 30-year business plan as outlined in Appendix A4 noting that this will be subject to annual review and an in-depth review on a rolling 5-year basis.
5. Recommends to Full Council the 30-year finance model as set out at appendix A4 subject to annual review and Full Council approval of the annual budget and 5-year capital plan.
6. Authorise the Executive Director of Growth and Regeneration, in consultation with the Cabinet Member for Housing Delivery and Homes, to set service charges in line with the anticipated and actual cost of delivery.
7. Authorise the Executive Director of Growth and Regeneration in consultation with the Cabinet Member for Housing Delivery and Homes to submit appropriate funding applications (including Homes England grants for development) and if successful to accept funding, agree associated grant terms/conditions and spend the funding) by delivery of the projects (set out in appendices A2 and A3) via compliant procurement routes and use HRA investment plan funds and or reserves to match fund projects to maximise funding opportunities. Such authority to include decisions above £500K and to last for the period of the 5-year capital plan.
8. Authorises the Executive Director of Growth and Regeneration in consultation with the Cabinet Member for Housing Delivery and Homes, subject to keeping within the approved overall HIP budget:
 - a. To approve the priority of the procurement projects set out in Appendix A2, take all steps required to select the appropriate procurement route and to award the contracts (including any above the key decision threshold), in line with the Councils procurement rules and regulations
 - b. to adjust and/or defer (from within the current year’s programme, including those set out in Appendix A2) any project(s) to fund the increased cost of any other project and/or to accommodate other changes in the programme, and
 - c. to add to, or substitute, projects within the HIP programme as circumstances dictate.
9. Authorises the Executive Director of Growth and Regeneration, in consultation with the Section 151 Officer, Cabinet Member for Finance, Governance and Performance and Cabinet Member for Housing Delivery and Homes (with appropriate legal and procurement advice) and, subject to keeping within the approved overall HDP budget, to implement the HRA Development Programme set out in Appendix A3 including:
 - a. all steps necessary to procure and award contracts (including goods, works and professional services) during 2022/23 to deliver the HRA Development programme capital investment plans detailed in Appendix A3 (notwithstanding those individual contracts may exceed the key decision threshold).
 - b. agree the allocation of financial expenditure on schemes within the Programme
 - c. to determine the appropriate nature/mix of tenure appropriate for each scheme
 - d. to identify suitable sites and properties for the programme, including both Council property and acquiring additional land or properties.

10. Notes the Consultation report at Appendix B

Corporate Strategy alignment:

Fair and inclusive:

- Management of council homes is pivotal in providing residents with safe warm, secure and affordable accommodation
- The HRA development programme will ensure the provision of over 2000 new affordable homes, helping alleviate the housing crisis and ensuring the provision of affordable homes across the city

Wellbeing

- Additional funding for energy efficiency and reducing carbon emissions supports the city’s response to the climate emergency and ambitious carbon reduction targets

City Benefits

- a) Fourteen percent of housing in Bristol is owned and managed by Bristol City Council, therefore decisions about the HRA budget impact directly on a significant number of households, as well as contributing to delivery of objectives in the Council’s Corporate and Housing strategies.
- b) A total of £53.4m of the HRA will be re-invested in the maintenance and investment programmes of our homes in 2022/23, helping to safeguard the value of HRA assets; positively impact on the well-being of residents; and ensuring health and safety obligations are complied with.

Consultation Details:

1. Online consultation
2. Consultation promotion
3. Members workshops
4. Resident engagement
5. Staff briefings

See Appendix B: Consultation report for further details.

Background Documents:

Rent Standard (<https://www.gov.uk/government/publications/rent-standard>)

Revenue Cost	£127.1m (one year)	Source of Revenue Funding	Housing Revenue Account
Capital Cost	£686m (5 year capital programme)	Source of Capital Funding	Housing Revenue Account, capital receipts, grant income and borrowing
One off cost <input type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

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

1. Finance Advice:

The Council has a duty to agree a balanced HRA budget for the next financial year, as well as maintaining a sustainable long term business plan, which takes account of capital investment needs in its stock and the revenue costs of managing and maintaining it. The HRA budget is ringfenced and must be accounted for separately from the General Fund. It is prudent for the HRA to maintain an appropriate level of reserves.

As set out in the report, there are significant financial pressures on the HRA going forward, particularly with regard to maintaining an ageing stock that requires significant investment to meet modern standards and tenants’ expectations, as well as meeting an increasing demand for housing hence the need to maximise the income generated by rents, subject to considerations of affordability for tenants.

The rent increase for the year has been budgeted at CPI plus 1%, as allowed for within the Government’s Rent Policy.

This level of increase has been planned to continue for the following 2 financial years. As set out within the report, this will provide the additional funding needed to address several key objectives in the management of the stock, while maintaining the capacity to support borrowing for investment in the improvement and expansion of the stock, as well as a balanced budget and an appropriate level of reserves in accordance with the requirements of Council policy.

Assumptions have been made with regards to future Right to Buys and capital receipts, if these assumptions are not realised then it may have an impact on the financing of the capital programme, if alternative funding should not be available. In allocating income to the individual financial years, the timing of external receipts remains uncertain and so amounts have been allocated to individual financial years in proportion to scheme expenditure.

Finance Business Partner: Aisha Bapu, Principal Accountant, 06 Jan 2022

2. Legal Advice: The Council is required to maintain and review annually, a Housing Revenue Account in accordance with the provisions of the Local Government and Housing Act 1989 and directions issued thereunder. The report seeks endorsement of the proposed budget for approval by Full Council, including its proposed revenue and capital spending plans.

The report also seeks broad delegated authority for the Executive Director Growth & Regeneration to implement those plans, across a range of activities, notwithstanding that any one of these may be a matter which would otherwise require specific cabinet approval (ie to proceed without further reference to Cabinet and notwithstanding that the matter would otherwise be a key decision). This authority is to include all procurement activities, (for all goods, works and services) necessary to deliver the Housing Investment Plan and Housing Delivery Programme, and authority to acquire property to meet the HDP programme.

To ensure the implementation of the plan and programme is lawful, all procurement and contracting activities must comply with the appropriate Procurement Regulations and the council's own procurement rules. Officers must also ensure the programme remains compliant with the Council's budget and policy framework.

Legal Team Leader: Eric Andrews, 07 Jan 2022

3. Implications on IT: IT cannot see any implications on IT in regard to this activity.

IT Team Leader: Gavin Arbuckle – Head of Service Improvement & Performance, 13/12/2021

4. HR Advice: There are no HR implications evident

HR Partner: Celia Williams, 21st Dec 2021

EDM Sign-off	Stephen Peacock	05 th Jan 2022
Cabinet Member sign-off	Councillor Tom Renhard	05 th Jan 2022
For Key Decisions - Mayor's Office sign-off	Mayor's office	04 th Jan 2022

Appendix A – Further essential background / detail on the proposal Appendix A1: The 2022/23 HRA Budget Appendix A2: Housing Investment Plan 2022/23 Appendix A3: Housing Delivery Plan 2022/23 Appendix A4: 30yr Business Plan Financial Model	YES
Appendix B – Details of consultation carried out - internal and external	YES
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	YES
Appendix E – Equalities screening / impact assessment of proposal	YES

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

Appendix A1 - The 2022/23 Housing Revenue Account Budget

1. Executive Summary

The Housing Revenue Account (HRA) is a separate ring-fenced account and covers all activities of BCC as landlord of circa 26.8k housing stock. In addition, there are 1.7k leasehold properties which have been sold under Right to Buy, but which are in blocks where the Council continues to maintain the common areas and the fabric of the building. The Council has a duty to develop a balanced HRA budget for the next financial year, as well as a sustainable long term business plan, which considers both the capital investment needs of its stock and the revenue costs of managing and maintaining it. This paper presents the 2022/23 budget for approval.

2. Strategy

The one-year budget focuses on three main areas of activity:

- repairing, maintaining and improving existing stock with investment identified as city priorities through the *Big Housing Conversation: Investing in Council Homes* consultation
- providing services for council tenants and leaseholders; and
- an accelerated and increased programme to deliver new affordable homes, in support of ambitious city targets.

The longer-term perspective is crucial to ensure that the HRA can continue with a new build programme and make sure that our primary assets, the housing stock, are fit for purpose and there is sufficient financial capacity to carry out essential repairs and improvements.

3. Assumptions for Budget 2022/23

The assumptions in setting the budget for 2022/23 are tabled below:

Table 1 – Assumptions in the proposed budget for 2022/23

Item	Assumption	Sensitivity
Rent Increase (Dwellings)	4.1% (CPI+1%)	Applying CPI only to rents in 2022/23 would reduce income by circa £1.2m per year. Over the life of a 30-year business plan this would be a cumulative loss on revenue in the region of £36m
Rent Increase (Non-dwellings)	4.1% (CPI+1%)	Applying CPI only to rents would reduce income by circa £0.012m per year. Over the life of a 30-year business plan this would be a cumulative loss on revenue in the region of £0.36m
Bad Debt Provision	£1.9m (1.5% of gross rental income)	A 10% increase in bad debts (to 1.65%) would increase losses by £0.19m
Void Rate	£1.3m 1.06%	A 10% increase in voids (to 1.17%) would increase losses by £0.13m
Average Stock Figure for 2022/23	26,729	Considers assumed right to buys and additional units
Right to Buy's (RTB's)	Estimated number of housing units lost through RTB - 130 (0.5% of stock)	The level of RTB is projected to have a downward trend in future years
Additional units - new build & acquisitions	Projected 145 units delivered in 2022/23	Each new build unit provides a minimum rental yield of circa £3,000 per annum to the business plan

New development/acquisitions	Each scheme will be appraised for viability and impact on overall business plan	There is an expectation that any new schemes will deliver a positive NPV
HRA revenue balances from 2021/22 to be transferred to reserves at year end	£0.7m projected underspend	This is based on forecast outturn position as at P8
HRA Debt	£245m	For every £1m of additional borrowing, there would be an increase in interest cost of £0.025m per year.
Average cost of capital	4.48%	Existing loans are currently all on a fixed rate, fixed term basis and are not subject to interest rate risk.
Debt Repayment	No provision made for repayment of debt	All debt is currently fixed rate / fixed term debt. Any early repayment would attract a penalty/premia in excess of any future interest cost savings
Interest on balances	0.10%	Investment income would reduce by £0.01m for every base point reduction
Funding of capital programme	For 2022/23 there will be £3.5m prudential borrowing	Each £1m of borrowing would cost £0.025m per year compared to utilising reserve.

Rents: Rents are set following the rent standard within parameters set by Government.

To ensure the HRA generates sufficient financial capacity to be able to meet its future stock maintenance liabilities, it is proposed to increase rents by CPI plus 1% in line with the Rent Policy and Rent Standard. The proposed increase would take average rents to £84.84 per week (significantly lower than Local Housing Allowance rates). A significant proportion of the proposed rent increase would be met from Housing Benefit and Universal Credit rather than fall wholly on tenants. If the rent increase is not applied, as per the Government's Rent Policy, the impact on the 30-year business plan of no rent increase would be a loss of approximately £36m income.

4. Proposed Revenue & Capital Budget 2022/23

Table 2 shows the proposed HRA budget for revenue and capital expenditure for 2022/23, and the movement from the 2021/22 budget. Table 3 shows the proposed HRA five-year capital programme

Table 2: Proposed Housing Revenue Account Budget 2022/23

HRA Income and Expenditure	2021.22 Budget £000	2021.22 @P8 Forecast £000	2021.22 Variance £000	2022.23 Budget £000	Movement £000
Dwelling rents	(113,495)	(113,606)	(111)	(118,248)	(4,753)
Voids	1,200	1,079	(121)	1,253	53
Non-dwelling rents	(1,171)	(914)	257	(1,206)	(35)
Charges for services and facilities	(8,621)	(9,263)	(642)	(8,927)	(306)
Contributions towards expenditure	(30)	9	39	0	30
TOTAL INCOME	(122,117)	(122,696)	(579)	(127,127)	(5,011)
Repairs & Maintenance	33,854	33,067	(786)	37,289	3,435
Supervision & Management	32,219	30,159	(2,060)	31,661	(558)
Special Services	9,771	11,031	1,260	10,602	831
Rents, rates, taxes and other charges	755	660	(95)	754	(1)
Depreciation & impairment of non-current assets	29,444	29,444	0	30,357	913
Debt management	41	41	0	41	0
Movement in the allowance for bad debts	1,362	1,362	0	1,362	0
Movement on Impairment provision	421	2,021	1,600	412	(9)
TOTAL EXPENDITURE	107,867	107,786	(81)	112,477	4,611
NET COST OF HRA SERVICES	(14,250)	(14,910)	(660)	(14,650)	(400)
Net interest payable, pension costs and other non operational charges	11,043	11,043	0	11,043	0
Capital Expenditure Funded From The HRA	3,206	3,204	(2)	3,606	400
SURPLUS FOR THE YEAR ON HRA SERVICES	0	(662)	(662)	(0)	(0)

Table 3: Proposed Capital Programme 2022/2023 to 2026/27

	Housing Revenue Account DRAFT Capital Programme	2022/23	2023/24	2024/25	2025/26	2026/27	TOTAL
		£000s	£000s	£000s	£000s	£000s	£000s
HRA 1 & 3	Housing Investment	53,473	80,751	75,447	66,684	62,394	338,749
HRA 2	New Build & Land Enabling	68,658	113,110	89,132	42,472	31,000	344,372
HRA 4	HRA Infrastructure & Disposal	550	569	581	593	605	2,897
	GROSS HRA Capital	122,681	194,430	165,160	109,749	93,999	686,018
	Capital Financing						
	Capital Receipts & Grant	56,424	15,181	20,225	6,752	5,218	103,800
	Revenue and Reserves	62,795	71,881	33,061	33,968	34,722	236,427
	Prudential Borrowing	3,462	107,368	111,874	69,029	54,059	345,792
	NET HRA Capital Programme	0	0	0	0	0	0

5. Reasons for movement on the budget between 2021/22 and 2022/23

Rents: The proposed budget assumes that rents are increased by CPI +1%, generating an additional £5m in income in 2022/23.

Net Service Charges: The 2022/23 budget is based on the planned expenditure on the properties.

Revenue repairs: The increase in budget for 2022/23 is partly due to the planned programmes in the HIP.

Depreciation: is the calculated level of basic re-investment needed to keep homes in reasonable repair (calculated using lifecycles / element costs as per our investment planning approach). This sets the minimum level of revenue funding to capital investment in homes to be applied in that year (or set aside in a separate reserve account to be invested in homes in the future). Depreciation is shown as an expenditure item in revenue, and an income item in capital.

Capital receipts: These are from the sale of council homes under the Right to Buy (RTB) to sitting tenants at a discount. Sales for 2022/23 are forecast to be 130, with an average sale price after discount of £103k. The receipts will be reinvested to build new council homes, enabling a greater percentage to be retained.

The 5 year capital programme includes a baseline programme, which aims to deliver 1720 new council homes. These will be financed by a mix of unapplied capital reserves, pooled RTB receipts, Homes England grant funding and income from the first tranche sale of Affordable Homes. Further details of the new build and acquisition programmes are set out in Appendix A3.

The proposed budget incorporates the Housing Investment Plan (HIP) for 2022/23. The HIP covers both revenue and capital expenditure, the full detail of which can be found in Appendix A2.

6. Risks

The following risks have been identified in relation to the proposed HRA budget for 2022/23

Risk	Potential impact	Mitigation
Pay award higher than assumed 1.75% increase	Every additional 1% equates to additional £370K cost	The employee budget will have to be managed within the resource envelope available
New Contracts cost more than assumed inflation	Reduced capacity to deliver services, new homes, and maintain current stock to the required standard.	Robust contract management
Failure of contractors	Impact on cost and delivery of planned programme	Effective contract management and procurement framework.
Bad debt higher than budget assumed and impact of Universal Credit	A 10% increase in Bad Debts (to 1.65%) would increase losses by £0.18m. If tenants have reduction in benefits may affect ability to pay rent.	Early intervention on rising arrears
Interest on debt repayments	Only applicable to non-hedged debt (currently £NIL)	Minimum amount of hedging of debt should be determined
Cost of retro fitting zero carbon	Lack of capacity resulting in either failure to hit target, or inability to fund required repairs/maintenance	Robust business cases and procurement to ensure the option delivering the best Value for Money is selected.
Delays in delivering new units	Reduced rental income. Reputational risk of failing to deliver target number of units	Robust management of development partners to ensure adherence to timescales. Penalty clauses within development agreements to compensate for late/non-delivery
Repayment of right to buy receipts due to level of development required and limited time to use receipts	Loss of income to subsidise delivery of new homes	Forward planning to match 1-4-1 receipts against development programmes

Government policy changes	Not anticipated for 2022/23, but may impact on 30 year business plan	Business plan continually to be reviewed
Zero Carbon	No detailed costs available at present	Options appraisal and strategy development. Need to identify funding source from Government

7. Risks

As at the beginning of 2021/22 the HRA General Reserve balance was £97.8m and the Unapplied Capital Reserves balance was £53.7m. Based on the forecast outturn position for 2021/22 as at P8, it is anticipated that a further £0.6m will be added to the General Reserve. The 2022/23 budget proposal assumes that £32.4m of the General HRA reserve and £53m of the Unapplied Capital Receipts Reserve will be utilised in the year in order to fund the Capital Programme. This would leave a balance on the General Reserve of £61.1m as at the 31 March 2023 while the Capital Receipts reserve will have been fully utilised. The HRA will maintain a minimum level of reserves on the General reserve at £21m being the equivalent of 3 months cashflow and a further £10m on the Major Repairs Reserve. The application and use of reserves supports the achievement of service delivery and improvements to housing stock.

Appendix A2: Housing Investment Plan (HIP) – 2022/23

Introduction

This Appendix sets out the proposed capital and revenue baseline budgets for the maintenance and investment in our homes for 2022/23 and includes a view of the capital requirement over the following 4 years. The HIP has been considered as part of the Business Plan review within the *Big Housing Conversation: Investing in Council Homes*.

The repair and improvement of existing homes is planned using comprehensive house condition and energy performance data, building element lifecycles and accurate costings. This enables us to make assumptions around future investment requirements to meet the replacement dates and condition needs of our homes, which are held in the Housing Revenue Account (HRA) Business Plan (in the 30-year HIP)

The quality of tenants' homes is important, and this is reflected in the feedback from our 2019 resident satisfaction survey. We undertake more than 70,000 responsive repairs throughout the year to maintain standards in our homes. We are planning to replace and improve key building elements (roof, windows, etc.) to meet the government's Decent Homes Standard, as well as focussing on tenants' priorities such as affordable warmth, kitchens and health and safety.

Investing in the current stock – challenges and opportunities

There are significant challenges in maintaining the current stock. There are 62 high rise blocks and over 450 low rise blocks, which are expensive to maintain. There are responsibilities to comply with such as:

- existing regulations including fire safety, asbestos, gas and electrical testing
- the Regulator of Social Housing consumer and homes standards
- new emerging responsibilities from the social housing white paper and changing building regulations.

This year there are significant inflationary uplifts in costs for materials and utilities, which means we will need to spend more just to deliver the existing levels of service. It remains a priority to ensure our homes and blocks are maintained regularly to meet the decent homes standards and prevent reactive repairs. The feedback from the Big Housing Conversation, has influenced the proposals to improve standards in existing council homes with investment in:

- **Energy efficiency and reducing carbon emissions:** an additional £80m to make homes more energy efficient and to reduce carbon emissions, through further wall insulation schemes and a programme of photo-voltaic (PV) panel installations. This will ensure all homes reach a minimum EPC of C by 2030. This brings committed HRA funding to a total of £97m for energy efficiency and carbon retrofitting measures, plus there was £42m invested over the previous 5 years.
- **Bathroom modernisation programme:** £12.5m to commence a five-year bathroom replacement programme that will deliver 5500 modern new bathrooms in council homes by 2027.

- **Investing in communal areas, blocks, and estates:** add £0.5m to the 2022/23 budget, and in total £8.7m over 5-years, to improve standards in communal areas, blocks and estates. This will help address known issues with anti-social behaviour and further work will be undertaken to determine how best to utilise this. This will include looking for opportunities to tackle the city's ecological crisis.

The City Leap Energy Partnership is a significant opportunity for council housing, bringing investment, technology, and creative solutions to meeting our energy reduction objectives. Through the procurement process for City Leap we will ensure tenants' rights and standards are protected, fitting it in with our asset strategies and ensure we achieve value for money and the best opportunities for energy efficient homes.

2022/23 budget summary

Our Housing Investment Plan is categorised into Capital and Revenue budgets. Capital budgets relate to planned replacement and improvements, such as kitchen replacement, rewiring, major refurbishment projects and the planned replacement of Mechanical & Electrical (M&E) services in blocks. Revenue budgets relate to the ongoing repairs and maintenance, and servicing requirements.

Capital / Revenue	2022/23 baseline budget
Capital	£53,473,315
Revenue	£37,808,134
Total	£91,281,449

The budgets referred to in the table above include additional options proposed following the consultation. The breakdown of all draft baseline budgets is shown below.

Risks

There are several risks that may present difficulties in delivering the Housing Investment Plan in accordance with the agreed plan for spend during 22/23, as follows:

- Further spikes in Coronavirus cases may result in difficulties accessing resident's homes to deliver works that require access
- Further Coronavirus restrictions imposed by Government could impact on delivery
- Material supply chain issues and the availability of materials in some cases. There is the risk that this may continue into 22/23.
- Material costs increases, there is uncertainty as to whether costs will increase further, plateau or reduce.
- Due to restrictions and difficulties caused by the pandemic, some works have slipped from previous years, and this includes major block refurbishments. This means that the number of major refurbishments due in 22/23 has increased. Extra capacity is being sought with the strategic partner to assist the team in delivery of an increased volume of major refurbishments.
- Labour shortages are resulting in unsuccessful tenders for major refurbishments to blocks. This may continue and cause further delays to major block refurbishments.

Delivery & procurement

Much of the HIP is delivered via our in-house workforce or existing contracts and frameworks previously approved. Over the coming years some contracts will expire, or new contracts will need to be procured to deliver the works programmes arising from the agreed HIP. The table in the Procurement Schedule below provides a summary of the required main procurement activity during the year that requires approval.

The request is for Cabinet to delegate authority to the Executive Director of Growth & Regeneration, in consultation with the Cabinet Member for Housing Delivery and Homes to procure and award contracts during 2022/23, and in line with the Council's approval process and delegated levels of authority to deliver the investment plan. The reports for approval will include costs and timescales, and an Equalities Impact Assessment will be undertaken and included for each major procurement project.

Housing Investment Plan (HIP) – 2022/23 Cabinet report – Procurement Schedule

Procurements required to start over the next financial year for Cabinet approval and delegation of authority, in order to deliver the approved Housing Investment Plan.

Much of the Housing Investment Plan (HIP) is delivered via our in-house workforce or existing contracts and frameworks / projects previously approved. Over the coming year some contracts will expire, or new contracts will need to be procured to deliver the works programmes arising from the agreed HIP. The table below provides a summary of the significant required procurement activity (i.e., at or around £500K or more) during the year that requires approval as set out in the report recommendations. The HIP includes many smaller contracts where flexibility to move between programmes within the overall investment programme will still operate at the Executive Director's discretion in line with normal delegated authorities.

The estimated contract values given in the table are subject to the outturn of the relevant tendering process and therefore, at this stage, are indicative only, and with a view to help frame the scope of the overall HIP. Where the actual tendered prices are greater than the estimated value, and where there is no realistic scope to adjust the contract requirements and so reduce the price, the Executive Director seeks authority to adjust and/or defer (from anywhere in the current year's programme as set out in the table) other project(s) to fund the increased cost, subject always to keeping within the overall HIP budget.

In addition, due to circumstances outside the control of the Council, it may be necessary to add to, or substitute, projects within the programme as circumstances dictate, and authority is sought to accommodate this, again whilst keeping within the overall HIP budget.

The recommendation to Cabinet in the report is to delegate authority to the Executive Director in consultation with the Cabinet Member for Housing Delivery and Homes, subject always to keeping within the approved overall HIP budget,

1. to approve the prioritising of the procurement projects set out in the HIP, select the appropriate procurement route and to award the contracts, in line with the Council's procurement rules and regulations
2. to adjust and/or defer (from anywhere in the current year's HIP) other project(s) to fund the increased cost of any other project, and
3. to add to, or substitute, projects within the HIP as circumstances dictate.

Principles of Housing Repairs and Maintenance procurement and delivery strategy

- Co-ordinating works that go together; and sequencing works to prevent waste and disruption
- Reviewing / standardising product and material specifications based on good practice, market engagement, resident engagement and lessons learned, - and to prevent maintenance costs (reducing spares on vans, van sizes, travelling to stores).
- strategic decision-making around supply and fit verses labour only contracts with materials purchased directly where this can bring savings and standardisation
- Strategic advantage optimised around when to use internal workforce alongside external contractors for the same works programmes.
- Maximise opportunities for Social value contributions in line with the Social Value policy
- Maximise opportunities to utilise the City Leap partner once procured for energy efficiency works
- Adherence to the new sustainability policy and standards for energy efficient products
- Governance of our approach through Project Boards and the Planned Programme Portfolio Board, reports to Cabinet Member for Housing.

Value for money will be achieved by:

- Selecting appropriate procurement route to ensure competent contractors can apply and are selected, and the length of contract to ensure contractor commitment and a competitive price.
- Using fit for purpose contract documentation prepared with legal services.
- Involving residents in setting standards of customer care and in contractor selection process as an advisory panel on the larger contracts
- Nominated contract managers accountable for managing the quality and delivery of the contract once let, and engaging tenants in core group meetings.
- Select contractors who will have the resources and appropriately skilled workforce to undertake the works, supporting our aims of right first time and increasing customer satisfaction

<u>Programme / Project outline description</u>	<u>Indicative Duration (where a range is included this will be informed by analysis of best route to market and best value)</u>	<u>Estimated Annual contract sum (PA) / or project sum, approval request to allow for higher value / deliver higher volumes and or increased scope where this still represents best value and can be delivered within the overall approved HIP budget</u>	<u>Indicative Approach to Market (a compliant route will be assessed, and route to market may change accordingly)</u>
Response Repairs contracts			
Asbestos Removal Framework to houses and blocks across the housing asset portfolio.	Up to 4 Years (3 + 1)	Estimated annual expenditure £960,000. The total anticipated maximum expenditure based on 3 years + 1 year extension is £3,840,000. Note: possible joint arrangement with Building Practice (subject to separate approval).	The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.
Decorating Vouchers Contract, to supply decorations vouchers to new tenants, and to assist tenants with decorating after repairs.	Up to 4 years	Estimated annual expenditure £120,000. The total anticipated maximum expenditure based on 4 years is £480,000.	The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.
Drainage repair and maintenance works to houses and blocks across the housing asset portfolio.	4 Years.	Estimated annual expenditure £1,170,000. The total anticipated maximum expenditure based on 4 years £4,680,000.	The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.
Water Mains supply repairs to houses and blocks across the housing asset portfolio.	4 Years.	Estimated annual expenditure £180,000. The total anticipated maximum expenditure based on 4 years £720,000.	The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.
Glazing replacement supplies to houses and blocks across the housing asset portfolio.	4 Years.	Estimated annual expenditure £180,000. The total anticipated maximum expenditure based on 4 years £720,000.	The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference for the use of suitable

<u>Programme / Project outline description</u>	<u>Indicative Duration (where a range is included this will be informed by analysis of best route to market and best value)</u>	<u>Estimated Annual contract sum (PA) / or project sum, approval request to allow for higher value / deliver higher volumes and or increased scope where this still represents best value and can be delivered within the overall approved HIP budget</u>	<u>Indicative Approach to Market (a compliant route will be assessed, and route to market may change accordingly)</u>
			frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.
Timber Materials Supply for the Joinery Shop.	4 Years.	Estimated annual expenditure £469,200. The total anticipated maximum expenditure based on 4 years £1,876,800.	The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.
Responsive and Voids Emergency Repairs & Refurbishments support.	4 Years	Estimated annual expenditure £2,000,000. The total anticipated maximum expenditure based on 4 years £8,000,000.	The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.
Increase of spend for current Materials Contract which supplies materials to support the work of our internal workforce to houses and blocks across the housing asset portfolio.	The current contract start/end dates are 1/4/21 to 31/3/24 and will not change.	Current approved spend is £15,000,000, approval requested to increase by up to £500,000 on existing contract.	£500,000 to cover for any unforeseen increases in material costs. Emergency cover as the supply market is so volatile at present.
M&E contracts			
Wet Domestic Heating Contract – supplying heating and hot water systems to homes across the City.	Up to 4 years	Estimated annual expenditure £2,000,000. The total anticipated maximum expenditure based on 4 years £8,000,000.	The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.

<u>Programme / Project outline description</u>	<u>Indicative Duration (where a range is included this will be informed by analysis of best route to market and best value)</u>	<u>Estimated Annual contract sum (PA) / or project sum, approval request to allow for higher value / deliver higher volumes and or increased scope where this still represents best value and can be delivered within the overall approved HIP budget</u>	<u>Indicative Approach to Market (a compliant route will be assessed, and route to market may change accordingly)</u>
Laundry Refurbishment Framework to our communal laundries across the estates.	4 years	Estimated annual expenditure £300,000. The total anticipated maximum expenditure based on 4 years £1,200,000.	The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.
Lift Replacement/ Refurbishment at: Ropewalk House, Gloucester House, Patterson House, Proctor House	3 months each project	Estimated expenditure per project £300,000 - The total anticipated maximum expenditure £1,200,000.	Call off from existing Framework or use of other suitable frameworks - whether Council or third party – or through other compliant procurement route including open tender routes where considered more appropriate.
High Heat Retention electrical domestic heating (Night Storage Heating replacement) and hot water systems to homes across the city	Up to 4 years	Estimated annual expenditure £1,200,000. The total anticipated maximum expenditure based on 4 years £4,800,000.	The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.
Sprinkler installation – (Strategy and programme to be agreed).	3 months per project	Estimated overall expenditure £900,000.	The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.
Lift Maintenance for 110 housing sites with lifts across the City.	Up to 5 years	Estimated annual expenditure £450,000. The total anticipated maximum expenditure based on 5 years £2,250,000	The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference

<u>Programme / Project outline description</u>	<u>Indicative Duration (where a range is included this will be informed by analysis of best route to market and best value)</u>	<u>Estimated Annual contract sum (PA) / or project sum, approval request to allow for higher value / deliver higher volumes and or increased scope where this still represents best value and can be delivered within the overall approved HIP budget</u>	<u>Indicative Approach to Market (a compliant route will be assessed, and route to market may change accordingly)</u>
			for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.
Domestic electrical testing	Up to 5 years	Estimated annual expenditure £800,000. The total anticipated maximum expenditure based on 5 years £4,000,000.	The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.
Domestic electric testing remedial repairs	Up to 4 years	Estimated annual expenditure £200,000. The total anticipated maximum expenditure based on 4 years £800,000.	The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.
Specialist Projects / Conversions			
Renewal of the provision of Conversion, Refurbishment and Specialist Minor Works - refurbishment projects across housing property types where major specialist repairs are needed.	5 years (3+1+1)	<p>Estimated annual expenditure:</p> <p>Lot 1 Conversion work £200,000 per annum. Lot 2 Refurbishment/Enabling work £25,000 per annum. Lot 3 Specialist Minor Works £300,000 per annum.</p> <p>The total anticipated maximum expenditure based on 5 years £2,625,000.</p>	The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.

<u>Programme / Project outline description</u>	<u>Indicative Duration (where a range is included this will be informed by analysis of best route to market and best value)</u>	<u>Estimated Annual contract sum (PA) / or project sum, approval request to allow for higher value / deliver higher volumes and or increased scope where this still represents best value and can be delivered within the overall approved HIP budget</u>	<u>Indicative Approach to Market (a compliant route will be assessed, and route to market may change accordingly)</u>
Renewal of Communal Minor Works Framework (Neighbourhoods)	5 Years (4+1)	<p>Estimated annual expenditure £462,500. The total anticipated maximum expenditure based on 5 years £2,312,500.</p> <p>Approval requested to double the estimated expenditure amount to £925,000 for possible additional works to blocks and estates. The total maximum expenditure based on 5 years is £4,625,000.</p>	The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.
Renewal of Communal Minor Works Measured Term Environmental contract.	5 Years (4+1)	<p>Estimated annual expenditure £137,500. The total anticipated maximum expenditure based on 5 years is £687,500.</p> <p>Approval requested to double the estimated expenditure amount to £275,000 for possible additional work to blocks and estates. The total maximum expenditure based on 5 years is £1,375,000.</p>	The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.
Renewal of Metal Works Railings & Repairs contract.	5 Years (3+1+1)	<p>£120,000 per annum and overall cost for 5 years is £600,000 to cover for any unforeseen increases in material costs. Emergency cover as the supply market is so volatile at present.</p>	The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.
Planned and Cyclical Programmes			
Insulation Works Cavity Wall & Loft Insulation works to be carried out to the housing stock that require thermal improvements	4 Years (3+1)	<p>Estimated annual expenditure £214,170. The total anticipated maximum expenditure based on 4 years is £856,680.</p>	The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.
Fire Safety Improvement Works	Individual projects – call offs from current	<p>Estimated overall expenditure £1,936,703 for 22/23 projects subject to surveys to identify</p>	The route to market will be determined following a market assessment/appraisal, albeit

<u>Programme / Project outline description</u>	<u>Indicative Duration (where a range is included this will be informed by analysis of best route to market and best value)</u>	<u>Estimated Annual contract sum (PA) / or project sum, approval request to allow for higher value / deliver higher volumes and or increased scope where this still represents best value and can be delivered within the overall approved HIP budget</u>	<u>Indicative Approach to Market (a compliant route will be assessed, and route to market may change accordingly)</u>
<p>This is part of ongoing fire safety works & checks that started in 2012.</p> <p>The 2022/23 programme is for the following packages of work -</p> <p>Package M - Highett Dr, Package N – Cashmore & Bell Hill Package O – Wainbrook, Crabtree, Robin & Mercer Ct Package P – Manor Farm/Oldbury Ct</p> <p>Checks Package 1 – Winterstoke, Southbow & Whitmead Hs Checks Package 2 – Barwick & Sedgewick Hs Checks Package 3 – Broughton & Yeamans Checks Package 4 – Dove St Flats</p> <p>Further sites may be added subject to updated Fire Risk Assessments that highlight items that are of a risk and require remedial works.</p>	DPS in place during 2022/23.	scope of works and tender returns.	(given their potential advantages) with a preference for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.
<p>Roof Replacement Projects</p> <p>Sites not yet known. Based on referrals and/or works identified following surveys</p>	4 Years (3 + 1)	Estimated annual expenditure £500,000.	Call off from previously approved new Roofing Framework from April 2022 or use of other suitable frameworks - whether Council or third party – or through other compliant procurement route including open tender routes where considered more appropriate.
<p>External & Communal maintenance including roof & window replacements (Lot 3 projects – call offs/mini tenders)</p> <p>Project addresses planned are as follows – Maskelyne Ave, Haweswater, Roselarge Gdns, Fane Close, Coneygre, Yew Tree Court, Westleigh Pk, Mercer Ct, St. Mathias Hse, Elton Hse, Elbridge Hse, Whitsun Hse,</p>	Up to 4 Years	Estimated annual expenditure £2,600,000 is total estimated programme spend for coming year.	Mini tenders using Lot 3 of the External & Communal Maintenance Framework to cover combined works that can include External Maintenance & Painting, Communal Maintenance & Painting, Replacement Windows & Replacement Roofs to deliver the 2022/23 External Maintenance Programme or alternative procurement

<u>Programme / Project outline description</u>	<u>Indicative Duration (where a range is included this will be informed by analysis of best route to market and best value)</u>	<u>Estimated Annual contract sum (PA) / or project sum, approval request to allow for higher value / deliver higher volumes and or increased scope where this still represents best value and can be delivered within the overall approved HIP budget</u>	<u>Indicative Approach to Market (a compliant route will be assessed, and route to market may change accordingly)</u>
<p>Gloucester Hse, Somerset Hse, Wessex Hse, Hillsboro Flats, Wescott Grove.</p> <p>Further project addresses may be added as a result of referrals or works on the 22/23 programme upon survey requiring combined works.</p>			compliant routes will be considered.
<p>External & Communal Maintenance Framework.</p>	4 Years (3 + 1)	<p>Estimated annual expenditure for low rise cyclical maintenance £4,900,000. The total anticipated maximum expenditure based on 4 years £19,600,000.</p> <p>External repairs to high rise blocks anticipated maximum overall expenditure based on 4 years total £43,000,000.</p>	Approval to extend for a further year and/or renew. The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes including open tenders being adopted where considered more appropriate.
<p>Window Replacement Projects at FiltonRd, Brookleaze, Woodleaze, Whitchurch Lane, Fernsteed, Eastridge Dr, Claypiece Rd, Pesley Cl, Vowell, Oxleaze, Miltons Cl, Branche Gr, Moxham Dr, Lacey Rd, Yew Tree Ct, Tynning Close, Brentry Lodge, Cotham Brow, Cotham Rd & Apsley Rd</p> <p>Further project addresses may be added as a result of referrals or works on the 22/23 programme upon survey requiring replacement windows.</p>	12 months	Estimated overall expenditure £1,200,000 on 2022/23 programme	The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.
<p>Fire Risk Assessments for blocks of flats in scope.</p>	Up to 4 years	Between £150,000 and £250.000 per year depending on scope and delivery by building control team. Up to total value of £1,000,000.	The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.

<u>Programme / Project outline description</u>	<u>Indicative Duration (where a range is included this will be informed by analysis of best route to market and best value)</u>	<u>Estimated Annual contract sum (PA) / or project sum, approval request to allow for higher value / deliver higher volumes and or increased scope where this still represents best value and can be delivered within the overall approved HIP budget</u>	<u>Indicative Approach to Market (a compliant route will be assessed, and route to market may change accordingly)</u>
External Maintenance and Refurbishment High Rise Projects			
Ropewalk House	18 months	Estimated overall expenditure up to £4,100,000 (subject to survey and scope of works).	Call off from our BCC internal Lot 4 External Maintenance Framework or to use of other suitable frameworks - whether Council or third party – or through other compliant procurement route including open tender routes where considered more appropriate.
Francombe/Waring/Underdown	24 months	Estimated overall expenditure £3,600,000 (subject to survey and scope of works).	Call off from our BCC internal Lot 4 External Maintenance Framework or to use of other suitable frameworks - whether Council or third party – or through other compliant procurement route including open tender routes where considered more appropriate.
Littlecross House	18-24 months	Estimated overall expenditure £3,200,000 (subject to survey and scope of works)	Call off from our BCC internal Lot 4 External Maintenance Framework or to use of other suitable frameworks - whether Council or third party – or through other compliant procurement route including open tender routes where considered more appropriate.
Barton House	24 months	Estimated overall expenditure £2,500,000 (subject to survey and scope of works).	Call off from our BCC internal Lot 4 External Maintenance Framework or to use of other suitable frameworks - whether Council or third party – or through other compliant procurement route including open tender routes where considered more appropriate.
Ashmead, Longlands and Harwood House	24 months	Estimated overall expenditure across the 3 blocks £5,000,000 (subject to survey and scope of works).	Call off from our BCC internal Lot 4 External Maintenance Framework or to use of other suitable frameworks - whether Council or third party – or through other compliant procurement route including open tender routes where considered more appropriate.

<u>Programme / Project outline description</u>	<u>Indicative Duration (where a range is included this will be informed by analysis of best route to market and best value)</u>	<u>Estimated Annual contract sum (PA) / or project sum, approval request to allow for higher value / deliver higher volumes and or increased scope where this still represents best value and can be delivered within the overall approved HIP budget</u>	<u>Indicative Approach to Market (a compliant route will be assessed, and route to market may change accordingly)</u>
Haviland, Jon Cozens, Tyndall, Langton and Charleton House.	24 months	Estimated overall expenditure across the 5 blocks £7,750,000 (subject to survey and scope of works).	Call off from our BCC internal Lot 4 External Maintenance Framework or to use of other suitable frameworks - whether Council or third party – or through other compliant procurement route including open tender routes where considered more appropriate.
Gilton House	18 months	Estimated overall expenditure £2,000,000 project cost (subject to survey and scope of works).	Call off from our BCC internal Lot 4 External Maintenance Framework or to use of other suitable frameworks - whether Council or third party – or through other compliant procurement route including open tender routes where considered more appropriate.
Northfield House	12 months	Estimated overall expenditure £1,200,000 (subject to survey and scope of works).	Call off from our BCC internal Lot 4 External Maintenance Framework or to use of other suitable frameworks - whether Council or third party – or through other compliant procurement route including open tender routes where considered more appropriate.
St Peters House	24 months	Estimated overall expenditure £3,000,000 project expenditure (subject to survey and scope of works)	Call off from our BCC internal Lot 4 External Maintenance Framework or to use of other suitable frameworks - whether Council or third party – or through other compliant procurement route including open tender routes where considered more appropriate
Beaufort House	18 months	Estimated overall expenditure £1,500,000 (subject to survey and scope of works)	Call off from our BCC internal Lot 4 External Maintenance Framework or to use of other suitable frameworks - whether Council or third party – or through other compliant procurement route including open tender routes where considered more appropriate.
Note - Other blocks may be substituted as priorities emerge, particularly blocks requiring cladding repairs in relation to fire safety, or when inspections reveal significant changes in block conditions			

<u>Programme / Project outline description</u>	<u>Indicative Duration (where a range is included this will be informed by analysis of best route to market and best value)</u>	<u>Estimated Annual contract sum (PA) / or project sum, approval request to allow for higher value / deliver higher volumes and or increased scope where this still represents best value and can be delivered within the overall approved HIP budget</u>	<u>Indicative Approach to Market (a compliant route will be assessed, and route to market may change accordingly)</u>
Additional Investment following the Big Housing Conversation			
Bathrooms – new bathroom replacement programme for next 5 years. 5,500 homes across the City.	3 to 5 years	Up to £3m per year, total value up to £12.5m Costs are subject to specification agreed.	The route to market will be determined following a market assessment/appraisal, albeit (given their potential advantages) with a preference for the use of suitable frameworks - whether Council or third party - but with other procurement compliant routes being adopted where considered more appropriate.
<p>Energy efficiency – to achieve EPC C by 2030 works to insulate homes and blocks, renewable heating replacements and PV solutions to be determined and procured.</p> <p>EWI to blocks incorporated into blocks refurbishment projects (either new projects, or included in current programme listed above) subject to options appraisals; and including match grant funding where possible.</p> <p>Renewable heating, insulation and PV solutions to be explored, programme determined and procured. (match funding where possible)</p>	<p>Project by project, between 1 to 3 years durations.</p> <p>Projects of 1 to 3 year durations</p>	<p>Total additional investment:</p> <p>£2m 22/23 £5m 23/24 £7m 24/25 £10m 25/26 £12m 26/27</p>	<p>City Leap partner will be key to our delivery solutions for these projects.</p> <p>Any route to market will consider procurement compliant routes using the City Leap Partner, or other frameworks, open tenders etc.</p>
<p>Additional Investment in blocks</p> <p>(Rapid response service delivered by in house teams) £300K per annum</p> <p>Additional estate and communal improvements</p>	<p>Ongoing</p> <p>Improvement Projects of up to 6m duration</p>	<p>N/A</p> <p>Up to £500K per year</p>	<p>N/A</p> <p>Call off / Use of existing frameworks / DPS; or other procurement compliant route to market depending on the project.</p>

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Capital

Planned & Cyclical	Previous year budget - 21/22	5 year investment plan					Notes
		Year 1 - 2022 to 2023	Year 2 - 2023 to 2024	Year 3 - 2024 to 2025	Year 4 - 2025 to 2026	Year 5 - 2026 to 2027	
Works	£	£	£	£	£	£	Notes
P13621-1006 - Planned Programme - Kitchen Contract	£5,168,000	£5,168,000	£5,296,000	£5,296,000	£5,296,000	£6,050,472	<p>Average of 828 kitchens due per year over 5 years. Capacity under contract is 800 per year, due to start Autumn 2021. Budget years 1-4 (£5,168,000) allows for 800 kitchens at £5800 per unit (£4.64m), and estimate 20% of these (160) to require full rewire at cost of £3300 per rewire for year 1 and £4100 per rewire from year 2 (includes extra £800 for AFDD fault detection device) = (£688k.)</p> <p>Volumes not increased in year 5 to cater for 20/21 & 21/22 slippage as reduced volume likely as a result of various reasons such as refusals / no access. Year 5 based on Keystone volumes with a reduced unit cost of £5000 as costs may not remain as high as they are currently.</p>
P13621-1007 - Planned Programme - Rewires Contract	£510,000	£510,000	£630,000	£756,000	£756,000	£756,000	<p>Year 1 budget based on 150 due (inc 30 referrals) and costs of £3400 per unit, and £4200 per unit from Year 2 onwards (to include £800 for AFDD fault detection devices).</p> <p>Contingency for an additional 30 referrals per year from year 3 to allow for increase in referrals due to the move from 10 year to 5 year electrical testing (30 referrals at £4200 = £126k per year from year 3 onwards).</p>
P13621-1012 - Planned Programme - Roofs Replacement	£1,356,000	£2,671,020	£1,956,240	£1,956,240	£1,956,240	£1,956,240	<p>Costs not known until tender returns, but ave costs last year too low. Year 1 budget is based on programme. 284 roofs at an average cost of £7837 + 20% for materials = average of £9405 per roof. For years 2-5, budget to be based on 208 roofs per year at average cost of £9405.</p>
P13621-1013 - Planned Windows - Houses & House Type Flats	£1,284,000	£2,103,364	£1,563,840	£1,563,840	£1,563,840	£1,563,840	<p>Year 1 based on 538 dwellings due for window replacement as per the cyclical programme for year 1. Average cost of £3258 + 20% increase for material increase = £3909.60 per dwelling = £2,103,364.</p> <p>Years 2 - 5 based on increased volumes of average of 400 window replacements per year at cost of £3909.60 per dwelling = £1,563,840 400 for years 2 onwards is lower than Keystone due dates but allows for relieving. £3583 applied years 6 - 30 as per discussions with budget manager (£3258 +10%).</p>
P13621-1016 - Cavity Wall & Insulation	£185,000	£214,170	£214,170	£214,170	£214,170	£0	<p>Loft insulation: £460 average cost for loft/soffit upgrades. 250 loft installs = £115,000</p> <p>Cavity Wall Insulation (CWI) Extraction and Refills: £5,078 x15 = £76,170.</p> <p>50 referrals for soffit insulation at £460 = £138,000 = £23,000</p> <p>No budget from year 5 onwards as all properties should be adequately insulated.</p>
P13621-1018 - Fire Doors	£1,213,899	£1,550,885	£1,465,792	£1,143,682	£50,000	£0	<p>Joinery cost increase. Costs £852 per flat door, £745 per comm door. Year 22/23- based on 608 estimated flat doors. 465 estimated communal doors. +10% material increase.</p> <p>Year 23/24- based on 645 estimated flat doors. 288 estimated communal doors. +12% material increase. Year 24/25- based on 415 estimated flat doors. 142 estimated communal doors. +14% material increase.</p>

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New budget – Planned Programmes Bathroom replacement	£0	£500,000	£3,000,000	£3,000,000	£3,000,000	£3,000,000	New budget agreed for Bathroom Replacement following the Big Housing Conversation. Aim is for 5,500 over the 5 years - costs subject to specification agreed and tender in process.
	£9,716,899	£12,717,439	£14,126,042	£13,929,932	£12,836,250	£13,326,552	

M&E / Heating	Previous year budget - 21/22	5 year investment plan					Notes
		Year 1 - 2022 to 2023	Year 2 - 2023 to 2024	Year 3 - 2024 to 2025	Year 4 - 2025 to 2026	Year 5 - 2026 to 2027	
Works	£	£	£	£	£	£	
P13621-1002 - Heating Replacement	£398,000	£1,646,400	£1,899,200	£2,343,700	£2,279,500	£2,273,300	Figures based on gas boiler, heat pump and wet distribution system replacement – according to age, lifecycle and cost. Gas boilers are being phased out, these budgets will be used to offset some of the costs of new decarbonised heating solution for our homes.
P13616-1004 - M&E Investment in Blocks - Laundries	£285,000	£425,000	£300,000	£245,000	£275,000	£300,000	Slippage from 21: Bloy street (20k), Ashley road(45k), Kingsley (60k) = £125k. Due 2022: Mill House (45k), Hilton Court (45k), Corey Close (60k), Hawswater (45k) Playford Gardens (60k), Downfield (45k) = £300k. Plan is subject to change to take into account S20 leaseholders consultation requirement.
Communal Rewires & Electrical Works	£985,000	£1,084,640	£1,084,640	£1,084,640	£1,084,640	£1,084,640	Slippage from 21: Winterstoke (250k) and Whitemead (250k) Twenty Acres street lighting (75k) Gaywood House rewire (250k) Internal workforce costs (200k) Increase based on salary. Previously, £1,025,000 is now £1,084,640.
P13616-1003 - M&E Investment in Blocks - Door Entry	£80,000	£85,000	£80,000	£80,000	£80,000	£120,000	Vincent Close x3 blocks (85k)
P13616-1005 - M&E Investment in Blocks - Boiler & Plant	£280,000	£230,000	£200,000	£200,000	£200,000	£200,000	Twinnell House and subsequent internal works (200k) Gas detection (30k)
P13616-1006 - M&E Investment in Blocks - Lifts	£986,000	£1,200,000	£1,000,000	£1,200,000	£1,200,000	£1,200,000	Slippage from 21: Cashmore Rosevear 2022/23 lifts due: Ropewalk Gloucester House Patterson Proctor
Additional Fire Safety Works (replacing P13616-1037)	£500,000	£0	£2,300,000	£2,300,000	£2,300,000	£2,300,000	Includes sprinklers and also for heating system costs and ventilation/AOV for M&E. Costs applied from Y2. £23m over 10 years.

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P13616-1048 - Night Storage Replacement	£1,110,000	£675,000	£1,276,000	£1,276,000	£1,276,000	£1,276,000	Delays / slippage as a result of Covid, so works did not commence 20/21. Slippage of 50 due last year and reduced volume this year and next. Contract value is £675k per year and this has been split down the middle and works out at just over 150 per year. Opportunity for increased volume for new contractor to catch up with the slippage and delays. £675k for reduced volume (150) in year 1 and 1.276m for increased volume (290 installs per year) in year 2 onwards.
	£4,624,000	£5,346,040	£8,139,840	£8,729,340	£8,695,140	£8,753,940	

Major Projects	Previous year budget - 21/22						Notes
		Year 1 - 2022 to 2023	Year 2 - 2023 to 2024	Year 3 - 2024 to 2025	Year 4 - 2025 to 2026	Year 5 - 2026 to 2027	
Works	£	£	£	£	£	£	
P13616-1012 - Blocks - Contingency	£100,000	£100,000	£100,000	£100,000	£100,000	£100,000	Funding for structural surveys, investigations, etc. Non- scheme specific. Current budget allocation sufficient.
External Repairs - Subtotal (See Repairs page for individual costs)	£1,500,000	£6,300,000	£12,682,921	£14,119,433	£6,809,289	£10,173,737	This is the Subtotal of all the individual block costs in the External Repairs page below
Major Refurbishment Subtotal - (See next page for individual budgets)	£13,996,667	£11,121,000	£21,025,000	£11,450,000	£8,500,000	£0	This is the Subtotal of all the individual block costs in the Major Refurb page below
Phase 2 Independent Assessment Outcomes	£0	£2,000,000	£0	£0	£0	£0	For remedial works relating to PH2 independent outcomes. Remedial works should be considerably less than required following Phase 1.
P13616-1038 - Blocks - Window Servicing	£0	£100,000	£100,000	£100,000	£100,000	£100,000	Current budget allocation sufficient. DPS currently but contract will be in place but is not anticipated to have an impact on budget spend.
Blocks - Additional Structural Works	£0	£0	£2,000,000	£2,000,000	£2,000,000	£2,000,000	This is a major projects block 'top up' contingency budget. This budget acknowledges and makes provision for the extra work and costs (building repairs) that will be required - Its just not yet allocated to a block or scheme.
	£15,596,667	£19,621,000	£35,907,921	£27,769,433	£17,509,289	£12,373,737	

MP - External Repairs							
Breakdown of projects under External Repairs headline cost	Previous year budget - 21/22	Year 1 - 2022 to 2023	Year 2 - 2023 to 2024	Year 3 - 2024 to 2025	Year 4 - 2025 to 2026	Year 5 - 2026 to 2027	Notes
Subtotal>	£1,500,000	£6,300,000	£12,682,921	£14,119,433	£6,809,289	£10,173,737	
P13621-1017 - External Major Repairs to Blocks	£1,500,000	£200,000	£2,500,000	£2,300,000			Haviland and JCH – architects to be appointed, then surveys and option appraisal report, decision made on preferred option, write specifications and works info, go out to tender, appoint, mobilise. Unlikely to be on site until May 23. Minimal £200K spend in 22/23 and move back remaining £4.8M into 23/24 and 24/25.

£800,000	£800,000				Gilton – tender due out in Jan 22. Could be on site May/June 22. Forecast £800k spend in 22/23 and £800k in 23/24.
£2,500,000	£500,000				Corbett House - Works are due to start onsite in Nov 21. Anticipated spend in 21/22 = £500k on assumption bids received and award made for works to start in 21/22. Pre tender estimate Contract cost is £3.5m. Budget allocated for year 1 = 3.5m - 500k = £3m. Currently at leaseholder notice stage, then award and works start on site Jan 22. Spend of £500k for 21/22. Then £2.5m in 22/23 and £500k in 23/24
£1,400,000					Roegate – works due to start Dec 21 and forecast spend of £500k (not £800k) in 21/22. Therefore remaining £1.4M in 22/23
£200,000	£2,500,000	£900,000			Francombe, Waring & Underdown House. Surveys and option appraisals and engagement with residents. Anticipated start onsite this year, with much of the project delivered in 23 to 25.
£1,200,000					Northfield House - work to undertake a whole series of cladding repairs and works to the roof which have been apparent since it was clad a number of years ago. Work to be completed outside of the cyclical programme.
	£1,370,000	£1,370,000			Charleton/Langton/Tyndall – following advice from Building Control these blocks now need to be part of a bigger project with JCH/Haviland , therefore the £2.74M needs to be apportioned across the same years as JCH/Haviland. So now £1.37M into 23/24 and £1.37M in 24/25
	£1,500,000				Beaufort House - This is an estimated cost as surveys have not commenced and scale of works is not currently known. Service and resealing to windows only, roof overlay, internal decs not required, reduced structural investigation scope
		£3,768,128			Proctor and Patterson House - 24/25 - £3.7m. This is an estimated cost provided by Major Projects.
		£653,083			Downview House - 24/25 - £653,083. This is an estimated cost based on Major Projects visual inspection. Includes Window servicing, roof clean and patch repairs, metalwork & walkway repairs
	£424,921				Danby House - This is an estimated cost as surveys have not commenced and full scale of works are not yet known. Plant room roof needs structural repairs, painting to render / balconies, window servicing
	£1,500,000	£1,500,000			St Peters House - This is an estimated cost as surveys have not commenced and full scale of works are not yet known. Full roof strip included in total of £3m over 2 years
		£2,040,222			Butler House £760,000 - 24/25 This is an estimated cost as surveys have not commenced and full scale of works are not known. Estimate costs include Roof renewal, service all and replace 10% of windows, reded communal areas, replace AoV's, resurface carpark, replace external store / bin doors, refurb elec & gas sub-stations
	£1,588,000	£1,588,000			Littlecross House - Costs have been moved back by one year. We will be engaging with the Strategic Partner to price for and undertake detailed surveys and write an option appraisal report. Similar to F/W/U this whole process for start of surveys to works starting on site is likely to take 12 months. Therefore £1.58M now for 23/24 and £1.58M for 24/25

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Vincent Close	£0		£2,350,000	£2,350,000			Ongoing option appraisal. Budget moved to year 2. HSLT to review and agree the approach. Previously 2.4m amended to 4.7m over 3 years.
P13616-1035 - Ropewalk House	£1,500,000	£2,050,000	£2,050,000				Works starting on site Sept 22.

Accessible Homes	Previous year budget - 21/22						Notes
		Year 1 - 2022 to 2023	Year 2 - 2023 to 2024	Year 3 - 2024 to 2025	Year 4 - 2025 to 2026	Year 5 - 2026 to 2027	
Works	£	£	£	£	£	£	
**P13615-1001 - Adaptations	£2,500,000	£3,000,000	£3,000,000	£2,500,000	£2,500,000	£2,500,000	Increase to meet demand and backlog of cases awaiting OT assessment.
	£2,500,000	£3,000,000	£3,000,000	£2,500,000	£2,500,000	£2,500,000	

Repairs & Maintenance	Previous year budget - 21/22						Notes
		Year 1 - 2022 to 2023	Year 2 - 2023 to 2024	Year 3 - 2024 to 2025	Year 4 - 2025 to 2026	Year 5 - 2026 to 2027	
Works	£	£	£	£	£		
P13614-1004 - Kitchens - Relets	£1,260,000	£1,883,754	£1,883,754	£1,883,754	£1,883,754	£1,883,754	Estimated volume 458 @ £4,113. Numbers based on YTD ave at P7 21/22. Unit cost increased and based on NHF rate. Due to standard of properties at void, increasing kitchen replacements despite void numbers not being up to pre-covid levels.
P13614-1005 - Rewires - Relets	£759,000	£686,868	£686,868	£686,868	£686,868	£686,868	Estimated volume 273 @ £2,516. Numbers based on YTD ave at P7 21/22. Unit cost increased and based on NHF rate.
P13614-1006 - Bathrooms - Relets	£700,000	£1,111,272	£1,111,272	£1,111,272	£1,111,272	£1,111,272	Estimated volume 456 @ £2,437. Numbers based on YTD ave at P7 21/22. Unit cost increased and based on NHF rate. Due to standard of properties at void, increasing bathroom replacements despite void numbers not being up to pre-covid levels.
	£2,719,000	£3,681,894	£3,681,894	£3,681,894	£3,681,894	£3,681,894	

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Asset Management & Review	Previous year budget - 21/22						Notes
		Year 1 - 2022 to 2023	Year 2 - 2023 to 2024	Year 3 - 2024 to 2025	Year 4 - 2025 to 2026	Year 5 - 2026 to 2027	
Works	£	£	£	£	£	£	Notes
P15258-1002 - Structural Investigations	£100,000	£100,000	£0	£0	£0	£0	Budget to remain as is.
P15258-1003 - Garages	£203,390	£194,700	£237,600	£234,300	£224,400	£224,400	Budget for empty garages - to repair and bring back into use, increased forecast revenue stream off sets capital repair costs. Includes ongoing maintenance costs of occupied garages.
New budget - Energy Efficiency	£0	£2,000,000	£5,000,000	£7,000,000	£10,000,000	£10,000,000	Agreed following the Big Housing Conversation. Budget to cover energy efficiency measures such as wall insulation for blocks and houses and Photo Voltaic (PV) panels. £34m for first 5 years, part of the additional £80m by 2030.
	£303,390	£2,294,700	£5,237,600	£7,234,300	£10,224,400	£10,224,400	

Special Projects Team	Previous year budget - 21/22						Notes
		Year 1 - 2022 to 2023	Year 2 - 2023 to 2024	Year 3 - 2024 to 2025	Year 4 - 2025 to 2026	Year 5 - 2026 to 2027	
Works	£	£	£	£	£	£	Notes
15312-1001 - Extensions & Conversions to Voids	£300,000	£150,000	£150,000	£150,000	£150,000	£150,000	Subject to approval of approach - £150k budget per year for 5 years to allow for: - Conversion of integral garages at relet, as and when they arise - Conversion where opportunities present and there is a payback business case – loft conversions, previously used spaces like tenant's centre in Witherwood - Extension of foster carers homes, where cases are prioritised by Children services.
P13614-1001 - Acquires	£300,000	£300,000	£300,000	£300,000	£300,000	£300,000	Budget allocation sufficient.
P13614-1002 - Structural Works to HRA Properties	£500,000	£600,000	£600,000	£600,000	£600,000	£600,000	Reactive structural works budget - approx. £100k overspend in previous years. Increase of £100k per year.
P13619-1008 - Environmental Improvement	£137,500	£137,500	£137,500	£137,500	£137,500	£137,500	Minor estate improvements to appearance and security of neighbourhoods and estates. No change to budget amount. Combined total of EIB & NIB = £600k. See optional line for additional £400k for potential MFT related works
P13619-1007 - Neighbourhood Investment	£462,500	£462,500	£462,500	£462,500	£462,500	£462,500	Minor estate improvements to appearance and security of neighbourhoods and estates. No change to budget amount. Combined total of EIB & NIB = £600k. See optional line for additional £400k for potential MFT related works
Retrofit Pilot Projects (New Code Needed)	£2,500,000	£600,000	£300,000	£0	£0	£0	Budget for retrofit pilots. These pilots will allow for bring valuable learning in developing our net zero carbon strategy. £900k total over 2 years 600k in Y1 and £300k in Y2.
	£4,200,000	£2,250,000	£1,950,000	£1,650,000	£1,650,000	£1,650,000	

Other	Previous year budget - 21/22						Notes
		Year 1 - 2022 to 2023	Year 2 - 2023 to 2024	Year 3 - 2024 to 2025	Year 4 - 2025 to 2026	Year 5 - 2026 to 2027	
Works	£	£	£	£	£	£	Notes
P13618-1003 - Disposal Costs	£50,000	£75,000	£75,000	£75,000	£75,000	£75,000	Increase of £25k per year in line with anticipated spend for this year.
P15258-1001 - Planned - Asbestos Management	£170,000	£100,000	£100,000	£100,000	£100,000	£100,000	Increase from £50k to £100k for Y 1 and following years due to newly identified requirements to inspect/survey low rise blocks, and a rolling programme of inspections and encapsulations of boiler rooms will also be required.
	£220,000	£175,000	£175,000	£175,000	£175,000	£175,000	

Additional Investment in blocks	Previous year budget - 21/22						Notes
		Year 1 - 2022 to 2023	Year 2 - 2023 to 2024	Year 3 - 2024 to 2025	Year 4 - 2025 to 2026	Year 5 - 2026 to 2027	
New budget - Communal estate improvements	£0	£250,000	£100,000	£100,000	£100,000	£100,000	Additional investment in blocks agreed following the Big Housing Conversation.
New budget - General block improvements	£0	£250,000	£100,000	£100,000	£100,000	£100,000	Additional investment in blocks agreed following the Big Housing Conversation.
New budget - Investment in blocks and estates	£0	£0	£1,851,724	£1,851,724	£1,851,724	£1,851,724	Additional investment in blocks agreed following the Big Housing Conversation.
	£0	£500,000	£2,051,724	£2,051,724	£2,051,724	£2,051,724	

Salaries	Year 2 - 2023 to 2024	Year 3 - 2024 to 2025	Year 4 - 2025 to 2026	Year 5 - 2026 to 2027	Notes
Works	£	£	£	£	Notes
**P13612-1001 - Staffing Allocation - Planned Programme	£4,000,000	£4,114,174	£3,123,050	£2,724,229	Staffing allocation worked out at 8% of planned programmes project delivery costs for year 3 onwards. Year 1 and 2 based on estimates. (see 30-year plan for calculations)
P13613-1002 - Staffing Allocation - Disabled Facilities	£387,242	£387,242	£387,242	£387,242	HRA funds for Accessible Homes staff.
	£4,387,242	£4,501,416	£3,510,292	£3,111,471	

Appendix A2 HIP
Revenue

Planned & Cyclical Works	Previous year budget - 21/22		
		Year 1 - 2022 to 2023	Notes
Works	£	£	
10080 - External Maintenance & Painting - Low Rise	£4,457,400	£4,759,890	Current average (based on 200 sample jobs from this year (Apr - June) £1552 + 20% known material increase creates new average of £1863 for standard houses. Blocks that also include internal communal maintenance estimated at ave of £3240 per dwelling. Year 1 based on 22/23 maintenance programme. 1310 standard houses x £1863 = £2,440,530. 716 dwellings for ext/communal works at £3240 per dwelling = £2,319,840. Year 1 total = £4,760,370.
10081 - Communal Maintenance & Painting	£566,550	£241,200	Internal communal maintenance will be done at the same time as external maintenance works going forwards. Budget figures have therefore reduced for int. communal maintenance and painting. Remaining programme to be reviewed and revised and carried out in conjunction with Fire Door replacement and mobility scooter programme for next 5 years. Year 1 = 268 flats estimated ave £900 - £241,200.
10082 - Fire Safety Works	£2,183,500	£1,936,703	Fire safety compartmentation works. Originally due to end in 25/26 - but Covid related slippage. Includes amount for Vincent Close. Increases are due to asbestos contingency.
	£7,267,450	£6,937,793	

M&E / Heating Works	Previous year budget - 21/22		
		Year 1 - 2022 to 2023	Notes
Works	£	£	
10079 - Gas Servicing	£1,636,170	£1,724,610	Increased to £1,724,610 based on salary cost.
10084 - Electrical Safety Testing	£344,000	£344,000	10084 requires uplift to allow for the move from 10 years to 5 years testing: £989k required to facilitate 3956 tests per year at £250 per test from year 2. Additional amount required for 15327 to cater for changing electrical regs in 2022 and requirement to comply by 2023. Requirement for AFDD – fault detection devices will increase the cost of mains board. Likely cost of mains board will be £800 per property. Additional £50,000 to 15327 budget. Budget increased from year 2.
10066 - Heat Management	£802,462	£940,647	Heat management contract reproced. Increase in contract cost from £802,462 to £940k per year.
10067 - Electrical Maintenance	£740,063	£774,560	This budget covers lighting maintenance, (10k), laundry spares and maintenance and some work force costs (570k). Salary cost applied to increase to £774,500.
10069 - Lifts	£368,916	£405,000	Contract to be extended from next year, and contract will be reproced at year 2. Costs to continue at £405k for year 1
10070 - Central Call	£75,000	£60,000	No change to contractual arrangements. Depreciating budget amounts due to decommissioning of systems.
10071 - Door Entry	£13,904	£13,904	Contract lasts until 2025. Budget figures include amount for contingency.
10077 - TV Aerials	£80,000	£90,000	Contract currently being reproced. 90k to cover any increase but tenders not returned so actual contract costs are unknown.
15237 - Brunata Maintenance	£40,000	£40,000	Increase of cost from 2022 previously applied to cover potential battery replacement additional costs. Battery replacement costs are included within the contract. Annual cost reduced down to £40,000. Contract is ongoing until 2032.

Appendix A2 HIP

10091 - M&E Response Repairs - General	£500,000	£500,000	No change to this budget amount. Reactive works
10072 - Fire Equipment	£15,000	£15,000	Testing fire equipment. Corporate contract ongoing, New contract as corporate contract performing so will retender before year 1.
10087 - Fire Alarm Testing	£76,073	£120,000	Now includes smoke vent maintenance. Contract retendered. New contract to commence in October. Increase to £120k per year as per new contract costs.
	£4,706,588	£5,026,501	

Repairs & Maintenance	Previous year budget - 21/22		
		Year 1 - 2022 to 2023	Notes
Works	£	£	
10099 - Response Repairs	£10,933,761	£12,799,190	Significant cost increases for new Response framework and amount of work outstanding due to Covid backlog. Likely that rise in mutual exchanges have been increasing costs on Response and will be reviewed. External spend reduced by £600k for next year on the presumption we have tackled the backlog and aren't sending so much to contractors. Year 1 includes extra for Covid catch up.
10097 - Relets Repairs	£12,298,890	£11,980,650	Budget based on voids continuing at reduced volume of approximately 1,150 general need relets and 90 TA relets.
	£23,340,651	£24,779,840	

Other	Previous year budget - 21/22		
		Year 1 - 2022 to 2023	Notes
Works	£	£	
10009 - Caretaking Repairs	£41,000	£41,000	Minor works to sites to assist the caretaking service. Budget to remain the same as previous year.
10001 - Disabled Adaptations Repairs	£575,000	£650,000	Based on existing demand (demand led repairs service for existing adaptations). To be kept under review.
14493 - Council Stair Lift Repairs	£0	£200,000	This is not new expenditure but new to the HIP. Budget increased to 200k per year to procure a new contract for lift maintenance and servicing as requested by Access Homes.
10002 & 10005 Combined - Estate Management	£270,000	£270,000	10002 = Internal tree contract 10005 = EM Repairs - One off costs to support estate management activity, e.g., clearances, fencing, deep cleaning, day to day emergencies / vulnerability Increase of £10k per year for 10002 (tree contract) - to cover additional costs associated with Ash die-back and Mayoral priorities to increase the tree canopy
New budget - Rapid Response	£0	£75,000	New budget for establishment of Rapid Response service - Allocation for 3 months.
	£886,000	£1,236,000	

Charges	Previous year budget - 21/22		
		Year 1 - 2022 to 2023	Notes
Works	£	£	
10078 - Charges - Construction procurement	£115,000	£115,000	Maintained at same level as previous years
10090 - Charges - Leaseholder income	-£421,600	-£287,000	Figures provided by Finance. Reduced as R&M charges for leaseholders has been lower for the last couple of years. -£287,000 is based on 20/21 outturn (final charges to leaseholders for 20/21 were processed September of this year). Leasehold income is being reviewed as part of an in-depth leasehold service review.

-£306,600	-£172,000
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HRA Development Programme 2022 – 2027

1. General

This report sets out details of the HRA Delivery Programme, and associated budget requirements over the Medium Term (2022/23 to 2026/27).

Bristol City Council is committed to doing all it can to tackle the housing crisis and is beginning to build again at a scale not seen for decades.

In October 2018, the government announced the removal of the HRA debt cap, which gave councils the ability to increase borrowing to develop more affordable homes. The current development programme is committed to adding 512 new homes (49 will complete in 21/22) to the HRA stock over the period 2021-2023, delivered through various approaches:

- 'Land-led' schemes (using council land to bring forward new developments)
- 'Developer-led' schemes (e.g. purchase of homes from developers)
- Acquisitions
- Property conversions and estate regeneration

As part of the review of the HRA business plan we have consulted with stakeholders, through the Big Housing Conversation: Investing in Council Homes. The highest priority identified by all groups was the provision of more council homes. The consultation indicated that a balanced approach was required, to ensure that more was invested in the delivery of new homes, improving the existing stock, and for energy efficiency and carbon retrofitting.

The HRA will make an important contribution to the Council's new affordable housing delivery plan *Project 1000* which will be presented to Cabinet in early 2022.

As a result of the consultation, and the review of the business plan, the development programme is now expanded to deliver an additional 1,257 homes, over the total programme period. This means that the HRA is committed to building a total of 1769 homes over the 5-year period on a rolling programme of which:

- Approximately 685 anticipated to complete by 2024 (including the 49 developed in 2021/22)
- Another 1084 are anticipated to complete by 2027

The actual development programme runs beyond the 5-year Business plan and will see a further 300 Homes anticipated bringing the overall total to 2069 between 2021/22 and 2028/9.

We continue to prioritise good quality design and will seek to improve the sustainability of new council homes as we work towards making Bristol a net-zero carbon city. Good quality design will improve the experience of those occupying new affordable homes, and sustainability requirements will need to ensure that we develop in a way that reflects the climate emergency. This approach will of course bring challenges in terms of increased development costs and achieving scheme viability.

Some of the proposed schemes support the city's ambition to provide new supported homes for vulnerable rough sleepers. Others demonstrate our commitment to modernising Bristol's construction sector and ensuring a more resilient, sustainable, and innovative approach to housebuilding by encouraging greater uptake of Modern Methods of Construction (MMC).

2. Programme Overview

To date we have progressed the development programme, with both the developer led and land led schemes now under construction with 49 Homes expected to be completed during 2021/22 and have achieved 12 of the 14 planning consent, requiring £84.5m to complete those schemes over the next 3 years.

The budget and approvals sought in this Cabinet report will provide a framework to shape and deliver the HRA development programme with the aim of maximising the development potential.

There has been considerable work done on the schemes identified but further work will be required on the later projects identified and as further sites become available. The lists therefore remain indicative with decisions on schemes approved under delegation as each one comes forward. All projects will be subject to a full financial appraisal and subject to approval by the Executive Director, Growth and Regeneration in consultation with the Cabinet Members for Finance and Housing and the Section 151 officer. They will also be required to meet agreed investment criteria and achievement of value for money for the Council as appropriate for the development and the HRA.

The proposed developments will be primarily aimed towards Social Rented homes, however, due to the size and complex nature of some of the developments we will need to provide a mixed and sustainable development and will need to ensure financial viability. To achieve this, we will introduce other forms of tenure, which could be other forms of Affordable Housing such as Shared Ownership or Affordable Rent, or Market Sale, and will be considered on a scheme-by-scheme basis.

The nature of housing development requires a level of flexibility and agility to respond to changes in the market. As such a single delegated development budget is the quickest and

most effective route to delivery with a total overall budget in the 5-year Business plan of £344.38m delivering 1720 new homes with the budget made up of various strands:

- Current Approved Schemes - £84,553,718 - delivering 463 Homes
- Approved to Planning - £64,616,379 – delivering 303 Homes
- Developer led Schemes - £87,870,253 – delivering 465 Homes
- Schemes not yet progressed - £68,831,117 – delivering 314 Homes
- Future pipeline - £38,500,000 – delivering 175 Homes

Delegated approval is given to the Executive Director, Growth and Regeneration in consultation with the Cabinet Members for Finance and Housing and the Section 151 officer to bring forward each scheme identified within each of the strands with any major changes between the delivery routes requiring further cabinet approval.

There is also within the 30-year business plan a commitment to acquire a further 300 homes as part of the developer led approach and a proposal to acquire 300 homes a year over the remaining life of the business plan, subject to relevant Cabinet Approvals.

The main programme assumptions are as follows	£220k/unit (gross) for new build. This is including the pre-construction design costs
Build Cost	
Grant (Homes England) if sought	£70k/unit for social rent. £40k/unit for shared ownership.
RTB Receipts to be used	Current Parameters are set at RTB at 30 – 40% being used against each scheme for Social rent
Social Rent (average rents)	£113.19/week for social rent (average for new build homes)
Shared Ownership	Assumed an average of 40% share equity purchased. Rent set at between 1.5% and 2% of unsold equity.

The proposed programme will require a range of procured works and services including construction and professional consultants (Architects, Cost Consultants etc) to deliver the projects throughout the various stages of the development process, and this report provides the approval to enter these contracts following the council’s procurement and financial regulations.

We will continue to challenge site preparation and building costs through effective planning, procurement, and contract management.

3. Proposed development projects (all subject to change through the life of the development process)

The tables below provide details of the schemes identified to date and the various proposed delivery routes. Later schemes are liable to change as they progress through the development process, and new sites may be identified.

a) **Current approved schemes - £84.5m**

Ref	Project name	Social rent units	Shared Ownership units	total	Completed 21/22
1	Lawrence Weston PRCs	57	0	57	
2	Brunel Ford	32	0	32	
3	St Peters EPH	28	0	28	
4	Brentry EPH	34	0	34	
5	Airport Rd	55	24	79	20
7	Romney Ave	96	51	147	
8	Brooks Dye (Phase 1)	24	0	24	24
9	Cedar House	25	0	25	
10	HRA New Build Acquisitions	15	0	0	5
11	Leinster (Florence Brown)	55	16	71	
Total		421	91	512	49

b) **Sites approved to planning construction anticipated over the next 5 years - £64.62M**

Ref	Project name	Social Rent Units	Shared Ownership Units	total
1	Greville EPH	26	0	26
2	Branwhite Close	38	10	48
3	Coombe House	16	0	16
4	New Kingsland	16	0	16
5	Marshall Walk, Inns court	12	0	12
6	Bell Close	9	0	9
7	190-196 Romney House	14	0	14
8	Kingswear	28	6	34
9	96-98 West St	7	0	7
10	Filwood Cinema	30	0	30
11	Wotton Rd	7	0	7
12	Lanercost	35	0	35
13	Cameron Centre	34	0	34
14	The Square (Conversions)	6	0	6
15	Kingsland (Conversions)	8	0	8
16	Avonvale (Conversions)	1	0	1
		287	16	303

c) Developer led schemes are new schemes we will purchase the affordable housing within a wider development by others - £87.87m

Ref.	Project name	Social rent units	Shared Ownership Units	Total
1	Baltic Wharf	46	16	62
2	Hengrove Bookends	27	26	53
3	Hengrove Affordable later phases <i>(350 in 5-year plan and 300 in later years)</i>	350		650
Total		723	42	765

d) Sites identified for of development programme but not yet progressed - £68.8m

Ref	Project name	Social rented Units	Shared Ownership Units	Total
1	Deering Close	31	0	31
2	Sea Mills Community centre	15	0	15
4	Molesworth	5	0	5
5	Redfield Crescent	12	0	12
6	Latimer close	19	0	19
7	Whitehall/Embleton	20	0	20
8	New Street	6	0	6
9	Hareclive rd - Remodelling	30	0	30
10	Freshways BLAH - Now in HRA Delivery - Only allowed the BLAH provision	19	0	19
11	Craydon	7	0	7
12	New Fosseway (BLAH)	70	0	70
13	Blake Centre (BLAH)	60	0	60
14	Filwood Broadway phase 2	20	0	20
		314	0	314

e) Future schemes including possible estate regeneration remodelling, but no schemes yet identified, but required to achieve the Project 1000 brief. – £38.5m

Ref	Project name	Social rent units	Shared Ownership units	Total
1	Future Estate Regen development projects	25	0	25
2	Future Pipeline development - ANO sites	150	0	150

		175	0	175
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Appendix A4 Housing Revenue Account Business Plan Model Commentary

January 2022

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1. Introduction

1.1. Background

Bristol City Council (BCC, the Council) have appointed Savills to support officers in the production of the HRA Business Plan and associated presentations.

This builds upon the past changes such as the abolition of the HRA debt cap, and the introduction of greater flexibilities around the reinvestment of Right to Buy receipts. BCC, like many authorities, has adopted a new approach to setting out the financial capacity and capability of the HRA to deliver on its objectives towards refurbishment, investment, and new supply. Consideration of a new approach is also consistent with the requirement for the publication of Prudential Indicators specific to the HRA following their reintroduction alongside the abolition of the debt cap.

Savills have therefore worked with officers to produce the HRA business plan, that projects the cashflows over the next 31 years, forecasting of reserve balances and refinancing of loans originally taken out in March 2012 to fund the self-financing settlement, prior borrowing and new borrowing required.

It is based on the latest 2021.22 forecasts and anticipated budget for 2022.23 for both capital and revenue.

1.2. Approach

This report sets out our findings as follows:

1. The results of the latest HRA business plan model in the light of market conditions, policy initiatives and other factors.
2. Outputs from financial modelling and sensitivity testing (where appropriate) to establish alternative delivery scenarios for the business plan.
3. The impact to the metrics and indicators which can form the basis of future management and planning for the HRA.

2. Business plan model

2.1. Introduction

The latest version of our HRA Business Plan model has been provided and populated with officers in order to progress the 2022.23 budget process and forms the basis of this report, alongside the projected outturns for 2021.22, which is demonstrated as year 0.

The model has been presented via a workshop with officers from the finance and management team and elected members to agree the methodology and assumptions.

It will continue to have revisits in respect of the new development schemes as details become more apparent and investment strategy for the existing stock.

2.2. Overview of methodology and assumptions

Overall

The plan is based on the following overarching principles:

- 31 year projections from 2021.22 based on most recent forecasts, including those for 2022.23
- Core inflation projected at 3.4% for April 2023, 2.2% for April 2024 and then 2.0% thereafter with exemptions as detailed below;
- Rents increasing at CPI+1% per annum up to and including April 2024 in-line with the current social policy and then CPI thereafter. The forecasts include a provision for re-lets at formula rent levels based a reducing balance of 3% per year.
- Depreciation provision increasing at CPI throughout and adjusted based on stock numbers
- Maintenance of the existing tenanted stock (subject to Right to Buy sales and inflation) is modelled at a total of £1,250million over the 30 years using the latest HIP figures equating to c£46,750 per unit
- In addition to these provisions have been made from 2022.23 for:
 - £80million of investment in energy efficiency over 9 years to bring properties up to EPC rating C
 - £8.7million of investment over 5 years for improvements to communal blocks and estates
 - £12.5million over 5 years of bathroom improvements
- Inclusion of a range of new development schemes totalling £424.3million from 2021.22 over 8 years covering a wide range of sites and acquisitions which will deliver a total of 2,069 of affordable properties. An extension of the development and acquisition programme has been modelled as a scenario further on in this commentary.
- £1.8 billion invested into deliver new council homes over lifetime of the plan.
- The inclusion of 47 loans directly attributable to the HRA totalling £244.6million.
- Opening reserve balances totalling £109.7million as of April 2021, which include a provision of £1million towards a hardship fund to be utilised over 3 years.

The overall methodology within the plan is also founded on the following key approaches:

- The model seeks to fund the capital expenditure by utilising all available receipts as the first call, then balances available within the Major Repairs Reserve (whilst observing a minimum balance of £10million from 2022.23), then available resources from the HRA itself (whilst maintain a minimum balance of £20million) and finally the residual funding required is via borrowing through increasing the HRA CFR
- Newly arising borrowing for both new developments and acquisitions and investment in existing properties is set to repay via a charge to the HRA on the following basis:
 - Development & Acquisition borrowing: 50-year repayment on an equal basis commencing from the year of borrowing
 - Investment in Existing Stock borrowing: 30-year repayment on an equal basis commencing from the year of borrowing
- The existing 47 loans totalling £244.6million are refinanced upon maturity

We have set out below some more details in respect of some of the key inputs and assumptions.

Rents

For both social and affordable rented properties, the rents contained within the modelling are consistent with the latest social rent policy where a CPI plus 1% have been applied and will be until April 2024. With September's CPI standing at 3.1% a 4.1% rent increase has been modelled for April 2022. This continues with 1% above CPI increases for the next two years. Beyond April 2024 we have modelled rents to increase by CPI only. Void rates of 1.06% and Bad Debt provision of 1.5% have been modelled throughout the plan, based on current performance.

Shared Ownership rents will increase on the same basis, but without the provision for void loss.

Right to Buy sales volumes

The level of sales is initially modelled at 140 per annum and then reduce gradually to 50 per year over the next 31 years which accounts for a stock loss of 7.5% over the plan period, before the addition of new properties. It might be expected that BCC will see further reductions in sale volumes but the approach taken is prudent. We have made adjustments to both rents, repairs and future investment expenditure to reflect these stock losses.

Capital Works to Existing Properties

We have used the capital programme for 2021.22 and the 30-year HIP expenditure as identified within Appendix A2 which totals £1,250million. As identified, the plan will increase the expenditure derived from the HIP to allow for inflation. However, a reduction is also factored in for stock losses, hence the forecast figures within the plan total £1,738million over the 30 years (post 2021.22) when compared to the original £1,250million.

An additional annual provision is made for HRA infrastructure costs of £0.5million (inflated) and disposal costs of £0.050million (inflated).

Finally, future investment costs from the newly delivered rented properties are factored into the capital expenditure forecasts, accounting for £46million, allowing for inflation.

New Development Assumptions

The plan has a significant amount of expenditure built into it in respect of various sites within the City.

Appropriate rent levels have been assumed for the mixed tenures of both social rented and shared ownership properties and operating costs including management, repairs and identified above future investment costs.

The majority of subsidy towards financing the new developments are from 1-4-1 receipts, with the balance from Homes England Grant. This may well change if right to buy sales levels result in less receipts being available and therefore the subsidy being replaced with Homes England Grant. The recent change in legislation around 1-4-1 receipts gives BCC more flexibility and certainty as to how receipt can be used and by when.

Sales receipts from shared ownership properties also form part of the subsidy towards the costs of development.

Interest Rates

The model incorporates a treasury function that models both the interest and repayment schedules for the 47 loans that were undertaken to finance both previous borrowing and that for the self-financing settlement. All of the loan facilities are at a fixed rate, thus providing certainty in respect of the interest charges for these loans until they mature.

The model also accounts separately for new borrowing from these 47 loans on a 'revolver' style basis given the debt repayment schedules modelled.

Upon maturity the 47 loans will be refinanced and new 'revolver' facilities modelled at the following levels:

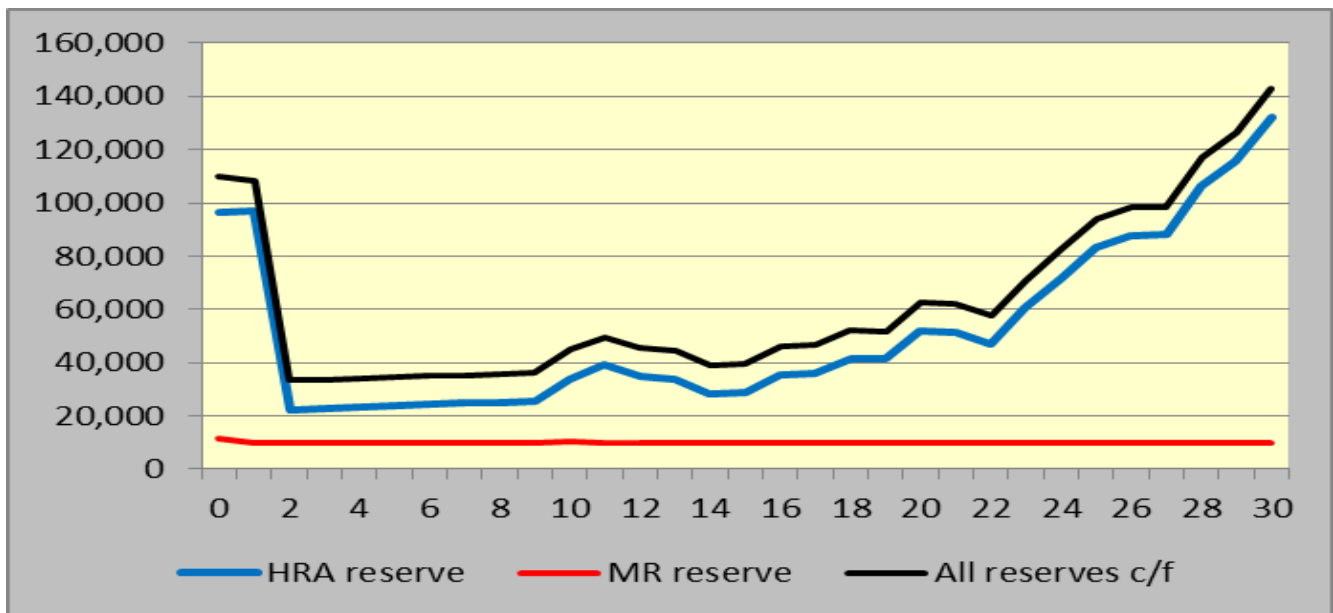
- Year 1: 2.5%
- Years 2-3: 2.75%
- Year 4: 3.00%
- Year 5: 3.25%
- Year 6 onwards: 3.5%

These interest rates have been provided by the Council's treasury advisors.

2.3. HRA Business Plans Projections

As detailed above we have modelled the business plan to retain the HRA reserves balance at £20million (plus inflation) and Major Repairs Reserve at £10million.

Chart 2.1 – Projected HRA reserve balances £'000

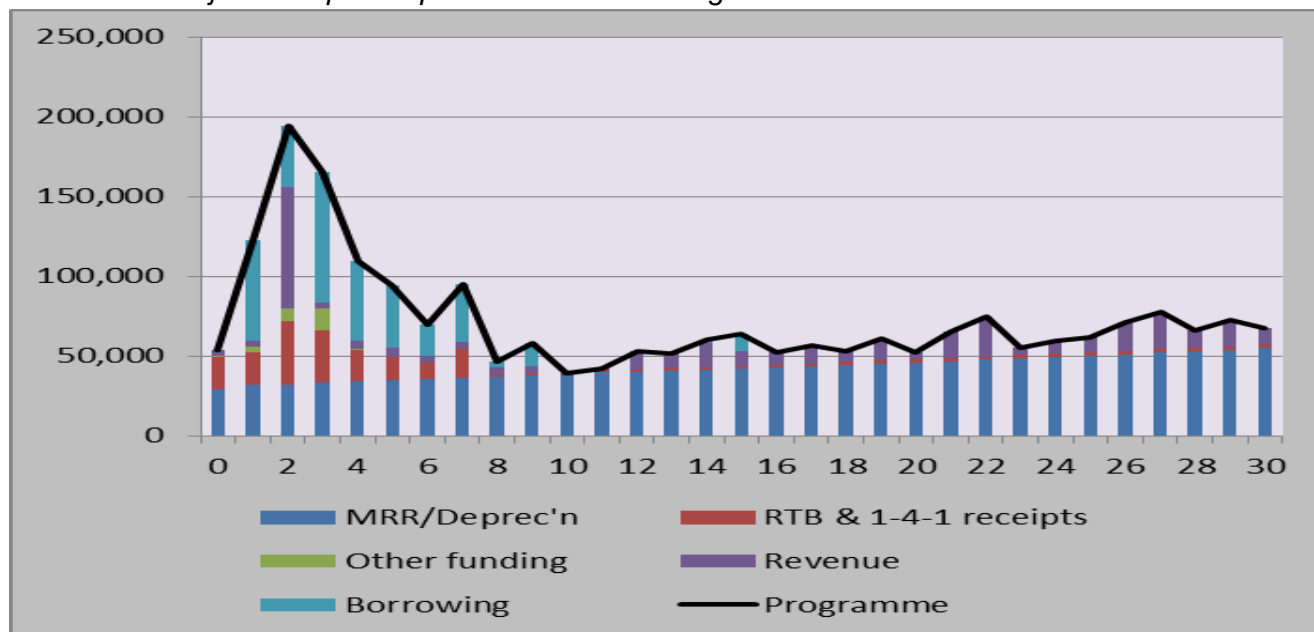


This demonstrates the accumulation of all the reserves that make up the black line for projected balances. The core HRA reserve balance is maintained at the minimum balance of £20million (plus inflation) but increases to a projected balance of c£132million in 30 years, whilst the Major Repairs Reserve remains at £10million.

The graph represents a positive position in that debt repayment levels are achieved whilst keeping minimum balances and that reserves being to accrue above the minimum level from year 10 of the plan and are then utilised a few years later and begin to increase once more.

This demonstrates that there is capacity within the plan in order to borrow or reconsider options in respect of debt repayment.

Chart 2.2 – Projected capital expenditure and financing £'000

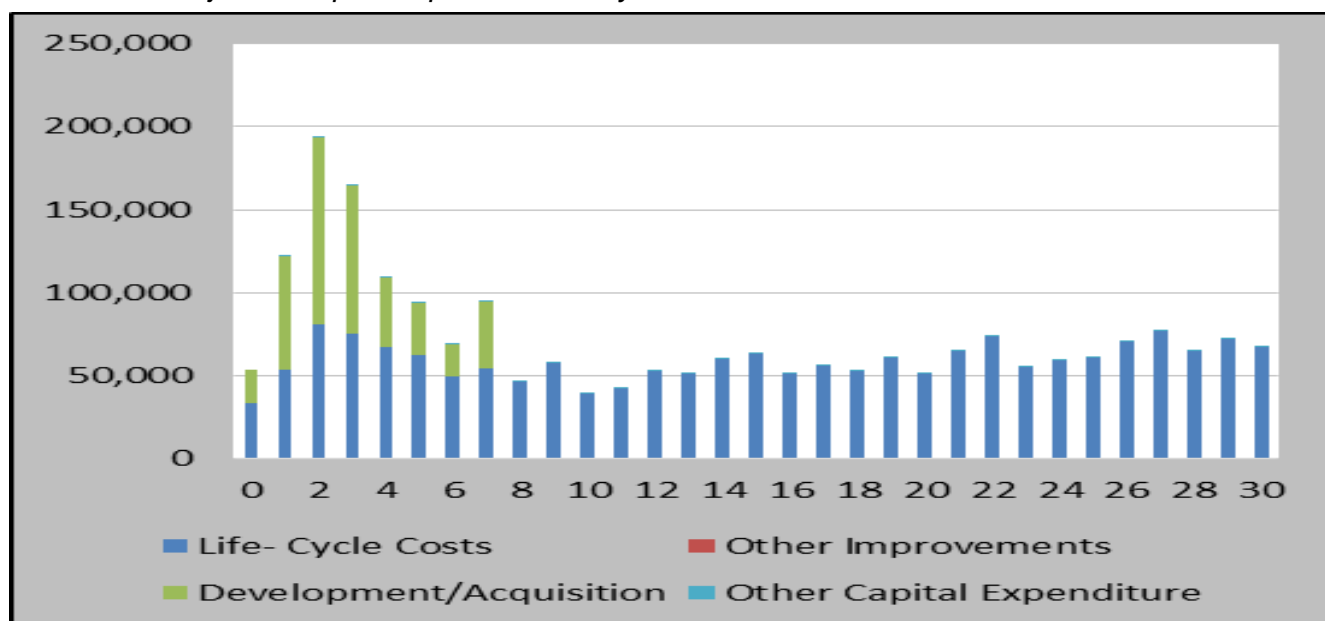


Capital expenditure remains fully funded throughout the 31 years, demonstrated by the horizontal black line matching the financing available presented by the vertical lines. The composition of the capital expenditure is demonstrated in the chart below.

Financing is primarily via the Major Repairs Reserve, revenue contributions and right to buy receipts. In the early years this is supplemented by 1-4-1 receipts, grants and shared ownership sales receipts towards the new developments and acquisitions. Borrowing is required up to and including year 9 to deliver the new developments and investment in the stock in respect of energy efficiency and other improvements.

In years 14 and 15 borrowing is required to finance the HIP expenditure in that year to the level of £12.7million. As the plan will be reviewed on an annual basis and the evolution of the HIP expenditure it will be necessary to recast some of the expenditure within these years to prevent the £12.7million additional borrowing or refinancing.

Chart 2.3 – Projected Capital Expenditure Analysis £'000



This graphs explains the reasons for the high levels of capital expenditure in the early years, on account of the development and acquisition of new homes.

2.4. HRA Borrowing & Capacity

The HRA will require projected borrowing totalling £346.6million over years 1 to 9 of the plan to deliver the new developments and additional investment in the existing stock.

This obviously is significantly higher than the existing debt and certainly the debt cap that was in place up until October 2018.

BCC have decided upon provisional prudential borrowing limits based on a maximum Interest Cover Ratio of 1.25, whilst ensuring that minimum balances are held within both the HRA, Major Repairs Reserve and that newly arising debt has a provision modelled to repay over a timeframe and that this new borrowing is not refinanced.

The Interest Cover Ratio (ICR) is operating surplus divided by interest costs, and represents the cover that the HRA has against its interest cost liabilities in any year; the ICR is set to a minimum which provides comfort that if there were a sudden drop in income or increase in operating costs, there would be sufficient headroom to continue to cover debt interest. For housing associations, the usual definition of operating surplus is EBITDA-MRI (Earnings before Interest, Tax, Depreciation and Appropriations – Major Repairs Included). The average ICR for the HA sector in 2018.19 was around 1.8; typical lending covenants vary between 1.0 and 1.30 depending on the size and nature of the HA, with 1.25 being a typical expectation.

For the HRA, operating surplus is best defined as:

- Turnover (dwelling rents, other rents, service charges, contributions)

Less

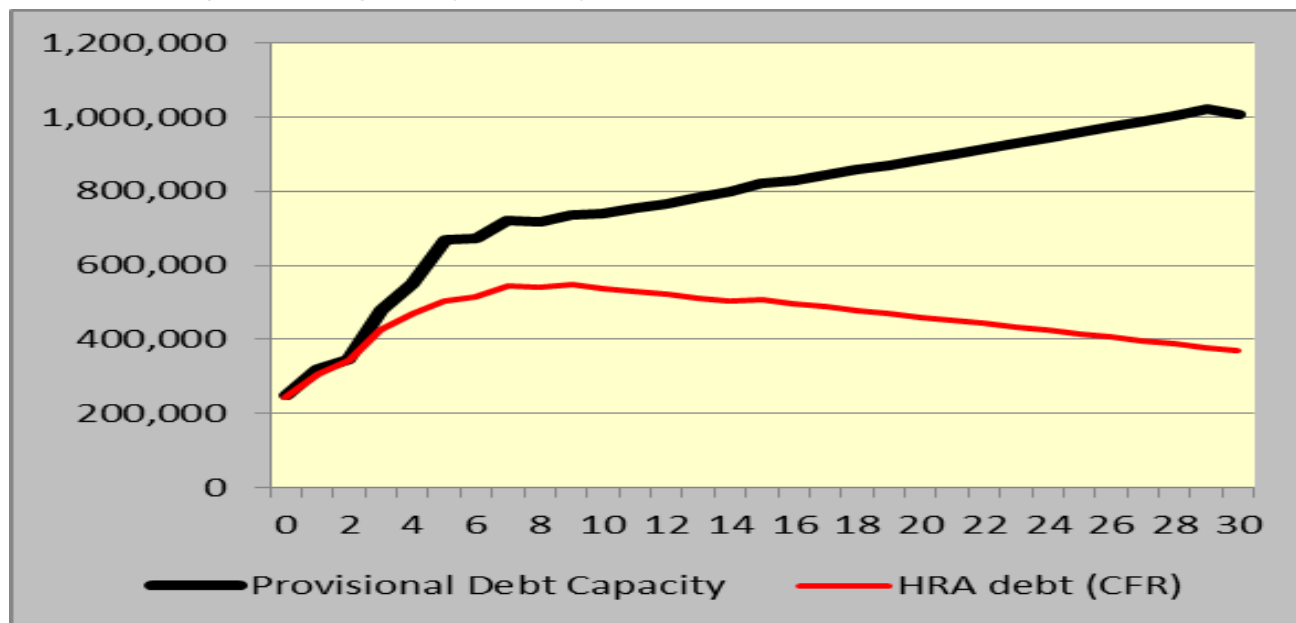
- Operating Costs (general management, special management, other management, repairs & maintenance, major repairs)

For housing associations, depreciation is not a cash transaction. In the HRA, because of the treatment of depreciation as a cash transfer to the Major Repairs Reserve (MRR) plus an adjustment to reflect actual transfers to MRR, it is essential to include the net amount transferred to MRR in the calculation. This represents the revenue expenditure on major repairs made legitimately as part of operating costs. Notwithstanding that these are subsequently treated as part of the capital programme, they are funded from revenue and properly an operating cost. Whilst transfers to the MRR may not be spent in-year, our experience is that the majority of balances carried in the MRR tend to be from expenditure slippage.

The above definition of ICR works in the HRA context as it determines the revenue surplus before interest, appropriations, debt repayment and other “below the line” adjustments, and already takes into account a significant element of costs relating to major repairs before comparing to debt interest capability.

The level of debt compared to provisional prudential limits ensuring that the ICR does not fall below 1.25 is shown in the graph below.

Chart 2.4 – Projected debt profile (HRACFR) £'000



This chart reflects the current loan portfolio and the additional borrowing with subsequent repayments.

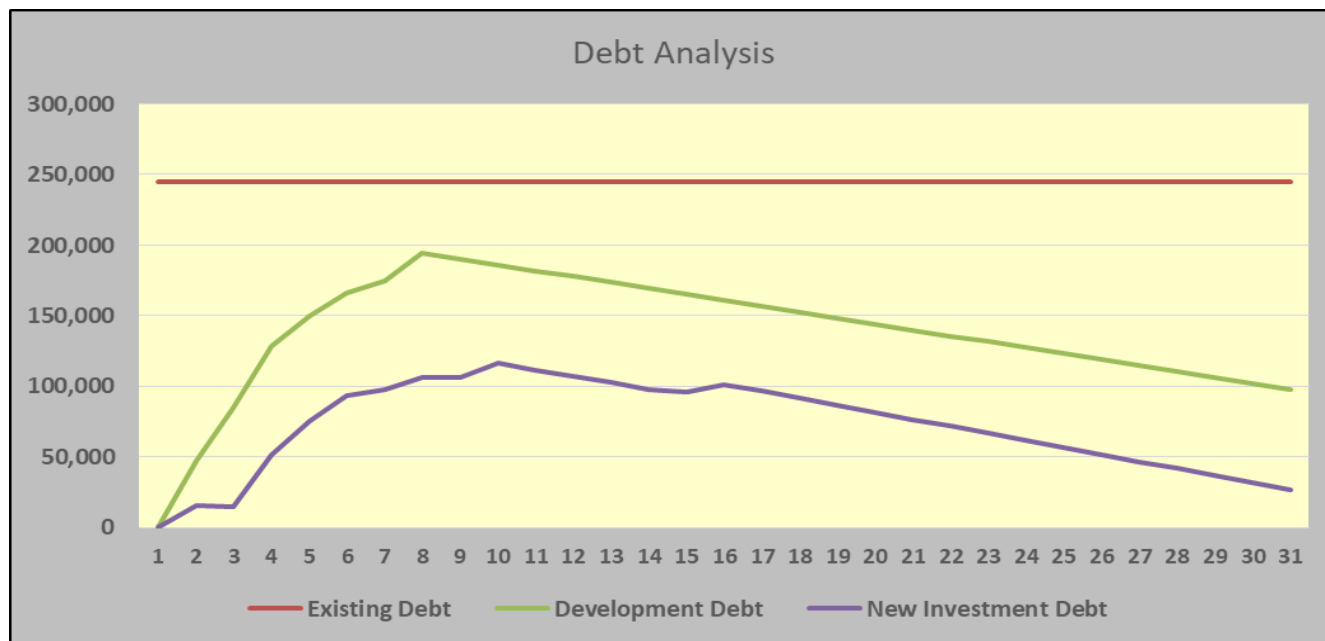
The gap between the red line (current debt) and the black line (provisional borrowing limits) is effectively the borrowing headroom available.

In all years the provisional borrowing limit is not exceeded, with the minimum headroom being £0.6million in year 2. There after borrowing capacity increases, largely on account of the above CPI rent increases in years 2 and 3 but also the newly arising net rents from new properties.

The graph below separates the HRA CFR (total debt) into the three categories:

- Existing debt of £244.6million through existing loans and refinanced
- New borrowing for development and acquisition, which is repaid over a 50-year period
- New borrowing for existing stock investment, which is repaid over a 30-year period

Chart 2.5 – Projected debt profile by financing type £'000



This graph shows that all new borrowing is being reduced year on year post the initial drawdown period. The exception being years 14 and 15 for new investment in existing stock debt where some refinancing is required, totalling £12.7million, which will be readdressed in the next iteration of the plan.

It is primarily for this reason that additional investment in the existing stock is limited unless additional resources become available over and above those assumed within the plan through future rent increases above inflation, if Government policy allows, or additional subsidy through new build. The latter point is considered in the scenario selection below.

3. Sensitivity & Scenario Modelling

3.1. Sensitivity Modelling

We have modelled a range of scenarios that demonstrate the impact to the plan as per the table below.

Scenario £'m	HRA Balances Yr 30	Peak Debt (Year)	Debt Yr 30	Re-financing Required
BASE	142.8	546.9 (9)	369.4	12.7
Inflation +0.5% pa	205.6	546.6 (9)	365.6	5.1
Inflation -0.5% pa	87.8	547.2 (9)	376.3	24.6
Interest +0.25% pa	124.0	551.6 (9)	373.7	19.4
Rents CPI +1% all years	910.3	532.4 (7)	355.3	0
Rent Freeze (Yrs 4-5)	49.6	570.1 (9)	517.2	216.9
Capital Expenditure +10%	49.6	603.0 (15)	533.6	229.4
Capital Expenditure Inf +1% 5 Years	68.4	565.6 (9)	404.8	66.3
Repairs Expenditure Infl +1% 5 Years	80.9	559.5 (9)	394.7	51.7
Right to Buys (NIL Yr 6+)	146.8	553.6 (9)	374.5	19.9
Voids +0.5% Bad Debts +1%	85.6	562.3 (9)	393.4	47.6

The plan shows a varied impact to both positive and negative sensitivities. Areas of concern would be more around the residual debt that the HRA has at year 30, and low HRA balances, although there is no statutory requirement for repayment.

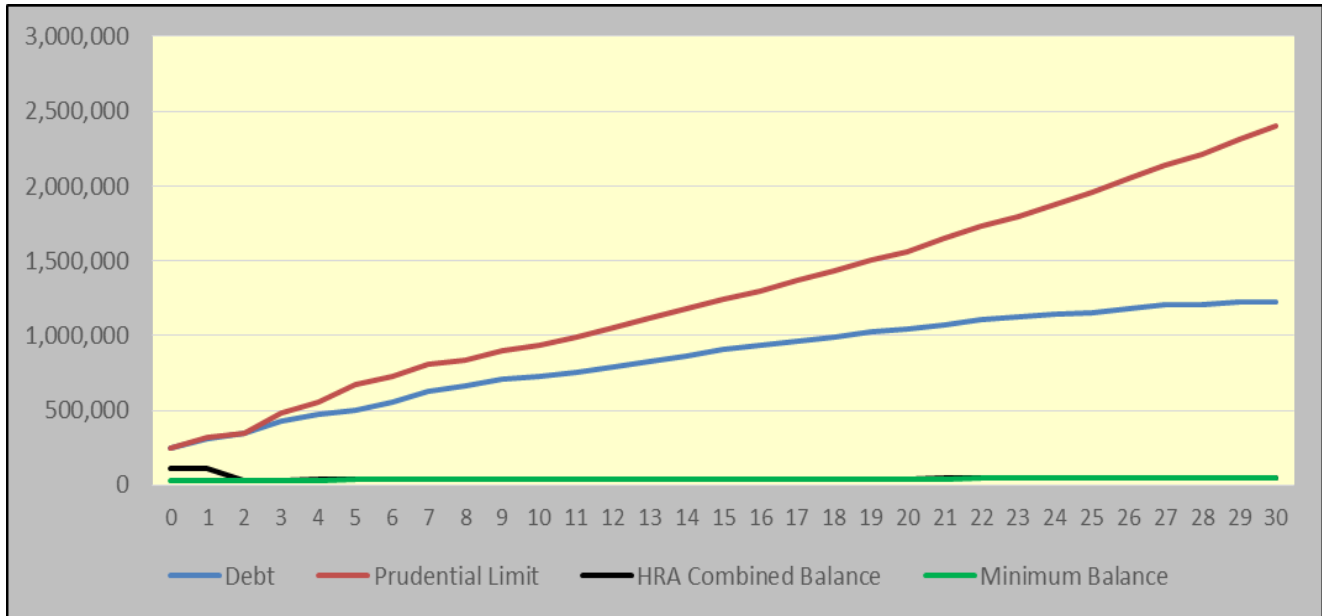
3.2. Scenario Modelling

The sensitivity table above demonstrates the impact to the plan for areas that will be primarily outside of the control of BCC.

This section models the impact of increasing the supply of homes as we have already commented on the inability of being able to make additional investment in existing homes in the short to medium term in order to avoid refinancing of this defined debt.

We have modelled the continuation of the acquisition programme post year 6, with the acquisition of 300 units per annum at a cost of £200,000 with subsidy via either 1-4-1 receipts or Homes England Grant of 40%. Rents will be at social rent levels with no shared ownership.

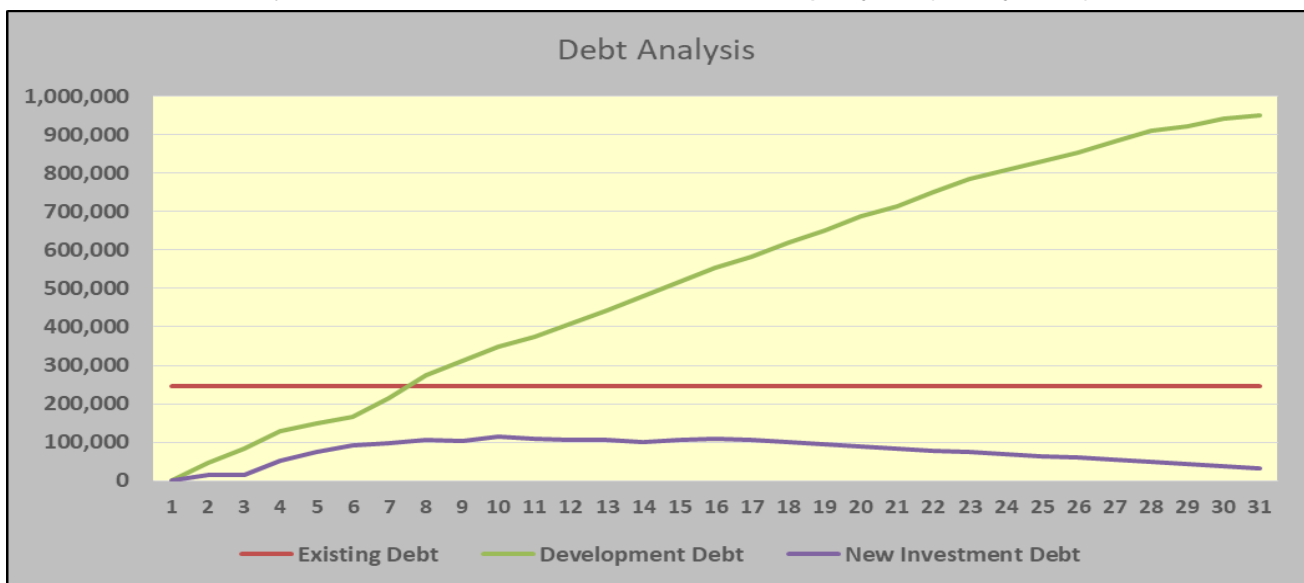
Chart 3.1 – Combined Outputs of Scenario of addition 300 units per year (from year 6)



This shows debt increasing over the 30-years from the baseline position of the HRA due to the ongoing programme of acquisition.

The debt level remains within provisional prudential limits, whilst the HRA and Major Reserve Balances remain at their minimum levels.

Chart 3.2 – Debt Projections of Scenario of addition 300 units per year (from year 6)



This graph shows that the debt in respect of new investment in existing stock does not have a reducing profile.

As a result the refinancing increases to £25.6million and is spread over a greater number of years. So, in effect, the application of the additional acquisitions has a negative impact in terms of the existing stock in respect of the level of investment that could be made. In order to avoid this a number of areas of the assumptions could be reviewed in terms of the acquisition price, the level of subsidy or the charging above social rent levels.

The 300 units per year scenario demonstrates the impact to the plan and the need to further progress appraisals in terms of viability.

4. Summary

1. The HRA business plan forecast as set out in our modelling for Bristol City Council shows future potential borrowing capacity.
2. The plan provides a robust base upon which to analyse future debt capacity levels.
3. The Council is able to increase borrowing immediately based on existing capacity within the business plan if using the ICR metric based on a minimum of 1.25.
4. Using the ICR metric, the Council could sustainably increase borrowing but is limited in respect of investment in existing stock on account of the avoidance of refinancing the associated debt.
5. This result is based on no underlying change to the operating cost base and no changes to the capital programme for the stock. The longer term capacity growth is significant and grows steadily over time.
6. The Council can affect future operating surpluses through effective cost management and this would increase borrowing capacity. Similarly, increases in inflation and in particular in rent inflation would add significantly to future capacity to enable investment in the existing stock.
7. This report should provide a sound basis for the Council to inform its future approach to establishing a decision making framework for its HRA investment and development strategies, and also inform the work to be undertaken to adopt Prudential Indicators for the HRA.

Steve Partridge & Simon Smith
Savills
January 2022



Investing in Council Homes Consultation Report

Start Date: 20/10/21

End date: 3/12/21

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1. Introduction

The 30-year business plan sets out the investment priorities for the provision and management of council homes in Bristol for the next 30 years. The business plan and Housing Revenue Account are managed by the Housing & Landlord Services department within Bristol City Council.

The 30-year business plan models the expected income, raised through borrowing and rents payments, and how the income will be spent.

In previous years the creation of the business plan has been done by council officers and elected members.

This year for the first time we have asked the residents of Bristol and tenants of council homes what their priorities are and how we should pay for them. This forms the basis of a consultation that was run from 20 October to 3 December 21.

This report outlines the approach, response rates and findings of the consultation and is divided into the following sections:

Section 2: Consultation Approach

Outlines the way the consultation was created, run and promoted

Section 3: Response Rate

Presents who responded, the type of home they live in, where they live and their characteristics

Section 4: Results

Presents the results of the consultation. Results are shown overall, for residents only and for everyone excluding residents

Section 5: How the report will be used

At the end of the report there is a section to explain how the report will be used in the decision-making process.

The findings of the consultation will inform the decision at full council on 15 February 2022.

2. Consultation approach

2.1 Aims

The aim of the consultation was to seek the views of residents across the city. To find out their priorities for investment and how they should be paid for. The results will inform the development of a 30-year business plan for the Housing Revenue Account, and a decision at full council on 15 February 2021

From the outset we wanted to ensure that residents of council homes formed a significant group of respondents and that we were able to identify which responses came from council tenants.

We also wanted to encourage realistic responses. This meant how we structured the consultation was important; we wanted to communicate that it is not possible to keep rents and borrowing low and also be able to afford all of the investment priorities.

Another important factor was to ensure we were only consulting on the areas that were over and above the funding needed to provide homes that are safe and meet the required standard.

A final consideration was the need make the consultation was accessible and to encourage as many people to take part as possible.

The aims of the consultation are summarised below:

1. Designing a consultation that was engaging with different ways to get involved
2. To only consult on areas where there is a genuine choice and not areas of the budget that are needed to provide homes that are safe and to the required standard
3. To make sure responses are realistic and consider funding limits
4. Making the consultation accessible to reach as many people as possible
5. To complete in time to inform the 30-year business plan for council homes

2.2 Designing the consultation

2.2.1 Designing an engaging consultation

The consultation was designed with different ways to get involved. This included the use of a budget simulator, an online survey, telephone surveys, postal surveys, and workshops.

- The budget simulator provided a realistic simulator so respondents could see how difficult choices needed to be made and the option of playing with different scenarios
- The survey on the website, by telephone and post enabled many more people to take part
- The workshops provided people with the opportunity to ask questions and highlight specific concerns

There is more about the different ways we created an engaging consultation in section 2.3 Promoting the Consultation.

2.2.2 Identifying areas to consult on

The first task was to identify the areas we could reasonably consult on. This was set by the Directors and Heads of Service for Housing & Landlord Services in consultation with the Cabinet Member for Housing Delivery and Homes, Councillor Tom Renhard. The areas were identified by excluding any areas of the budget that are needed for providing essential services. The following areas were agreed in September 2021:

Consultation theme	Description
<ul style="list-style-type: none"> Rent amount – how much should we increase rents by? 	Reviewing rents is important, as rents and service charges are the main source of income. That income pays for services, repairs, maintenance and improvements to homes, communal areas, blocks, and estates.
<ul style="list-style-type: none"> Borrowing amount – how much should we borrow? 	We can borrow money to pay for new investments. However, there is a limit to how much we can borrow and how much interest we can afford to pay
<ul style="list-style-type: none"> Investment in blocks and estates 	The budget could be increased to improve the standards of our blocks and estates to meet resident priorities.
<ul style="list-style-type: none"> Investment in kitchens 	We currently have a kitchen replacement programme where a kitchen life expectancy is 25 years. This lifecycle could be reduced to 20 years, meaning that kitchens would be replaced sooner, and more new kitchens would be delivered each year.
<ul style="list-style-type: none"> Investment in bathrooms 	A replacement programme would mean that the complete bathroom would be modernised with new fittings, flooring, tiling etc; for all homes in the life of the 30 year plan.
<ul style="list-style-type: none"> Investment in extending support services to vulnerable tenants 	This is an offer to tenants who need help with maintaining their gardens, decorating, or some odd jobs in the home (putting up curtain rails, shelves etc). This service can be reviewed and enhanced to provide this support to tenants who are unable to do these for themselves, supporting them in the tenancy.
<ul style="list-style-type: none"> Investment in energy efficiency and carbon neutral 	Energy efficiency is a priority for Bristol City Council and for our residents. We also hope to complete programmes to insulate all of our homes to reduce demand for fuel.
<ul style="list-style-type: none"> Investment in building new council homes 	We need to build more council homes to meet the needs of a growing population and to help reduce the amount of people who are homeless or living in temporary accommodation.

2.2.3 Creating a realistic consultation

One way we ensured the consultation was realistic was to use a simulator tool provided by a company called Delib. This was the same budget simulator used previously for council wide budget consultations.

The tool provides participants with a realistic view of the decisions we need to make. It allows users to increase rents and borrowing, using figures modelled on actual budgets, and to pay for investments based on the costs we expect to incur.

The simulator could be set to allow respondents to submit a budget that was not funded (where spend on new investments is greater than the income raised through rents and borrowing) or to prevent an unfunded, or unbalanced budget from being submitted (it could not be submitted until spend was less than income).

We decided to allow an unbalanced budget. The rationale was to encourage as many contributions as possible.

The budget simulator was hosted on a website accessible from the main council website and consultation hub.

As part of creating the simulator we needed to set the budget amount and estimate the cost of each of the investments. We also need to describe the impact of increasing rents or deciding not to invest in a particular priority.

A view of the budget simulator and figures used in the consultation are provided below.

A screen shot of the budget simulator:

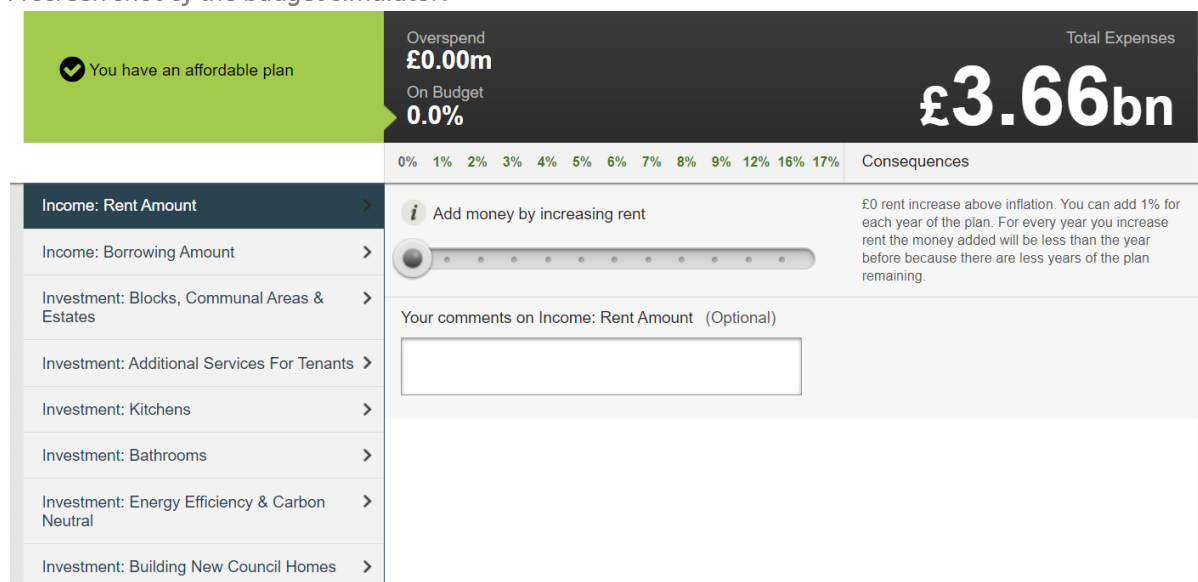


Table showing how figures in budget simulator were calculated

Consultation Theme	Amount
Base budget	The base budget was calculated by taking the budget for last year and multiplying this by 30. The budget for 30 years was set at £3.66 billion
Rent Increase	Allowing a 1% increase each year for the lifetime of the 30-year plan. This would allow participants the option of adding a 30% increase in rents above inflation

Borrowing	Borrowing will be on top of current borrowing of £245 million. To keep future borrowing affordable we set the amount of additional borrowing to £150m
Blocks & estates	To fund improvements to our blocks, estates and communal areas. The level of funding was set at £90m.
Kitchens	To increase the frequency of kitchen replacements we allowed £30m
Bathrooms	To introduce a bathroom replacement programme, we allowed £57.5m
Extending Services to Vulnerable Tenants	To provide additional help to tenants who need it with support such as clearing gardens, putting up shelves or moving we allowed up to £15m
Energy Efficiency & Carbon Neutral	We allowed up to £20k per home to meet our carbon neutral targets. The total cost estimated at £540m
Building New Council Homes	We allowed up to £800m for new homes. This would allow a total of 4500 new council homes to be built. 1500 to be built before 2025

2.2.4 Making the consultation accessible

The design of the consultation needed to allow as many people to take part as possible. We achieved this by designing the budget simulator to be engaging and easy to use, and by creating a survey that can be accessed online, used during a telephone interview and by paper copy.

The survey asked participants to score investment priorities out of 5. We followed the same format as the budget simulator so we could easily compare results.

We recognised that this introduced a compromise between making it easy to take part and the quality of the data; the survey was a simpler approach which did not encourage people to make the same difficult choices between increasing rents and investments provided by the simulator.

Both approaches met accessibility guidelines and together they provided a good balance on the type of responses.

We also designed the promotion campaign to be as inclusive as possible. The approach taken is described in more detail in the next section.

2.2.5 Completing the consultation in time to influence the 30-year business plan

The consultation needed to be completed in early December to allow the outcomes to be included in the business plan. We also provided a weekly summary of the results so an early view could be provided.

The consultation ran from the 20 October to 3 December 2021.

2.3 Promoting the consultation

The promotion of the consultation was carefully planned to include a wide demographic and to target responses from our residents. The table on the next page identifies the activity, what it was designed to do, how many people we reached and where relevant the date the promotion activity took place.

Table showing how the consultation was promoted:

Activity	Purpose	Reach	Date	Results
Press release	To announce the start of the consultation	Citywide	20/10/21	
Resident events including: Service User Groups Housing Scrutiny Panel Housing Forums	To provide the opportunity for residents and leaseholders to speak to Housing & Landlord Services about their priorities	All involved residents were invited to attend one or all events – 1000 residents	From 20 Oct to 24 Nov (6 events in total)	70 residents attended across all 6 events
Advert in Housing News	Advert in copy of housing news sent to all residents	28,000	Nov	28,000
Advert in voice publications	Half page advert placed in all copied of the voice sent out in areas within the Bristol City Council Boundary	59,200	Oct/Nov	Citywide promotion
Posters in blocks	Put up by caretakers across all our blocks	600	Oct/Nov	600
Postcard distribution	Distributed by colleagues, Cllrs	25,500	Oct/Nov	25,500
Promotion on website	Micro site created for the consultation Investing in council homes - Bristol's Big Housing Conversation - bristol.gov.uk	Part of BCC website	Oct/Nov	713 page views – this does not include short links tracking created from social media referrals or text message referrals. For the main page the average time spent on the page was 7 minutes – a highly engaged audience
Added to Citizen Hub pages	Investing in council homes consultation - Bristol - Citizen Space	Part of BCC website	Oct/Nov	
Social Media organic posts using channels	To reach followers and fans of: <ul style="list-style-type: none"> • BCC Facebook account • BCC Twitter account • BCC LinkedIn account • BCC Council housing FB account • BCC Nextdoor account 		Oct/Nov	54,000 reach for 6 x Facebook posts (includes 2 x boosted posts) 5,260 reach for 2 x Nextdoor posts 8 tweets from BCC account

Activity	Purpose	Reach	Date	Results
				2 x LinkedIn BCC posts to reach the 19,000 followers
2 x Facebook boosted posts	To reach wider audience on Facebook not currently following BCC channels	43,134 people saw one of the ads at least once	Nov/Dec	Over 2000 engagements with either posts Over 543 likes, comments and shares received 268 people clicked on the direct link to the web page
Telephone survey	Telephone survey to 500 residents to increase the number of residents participating	500	Nov	500 surveys completed
Paper copies	Sent to <ul style="list-style-type: none"> • residents we don't have email addresses for • residents in supported housing to older people properties • To support participation from people who may not be online 	4500	Nov	406 paper copies returned
Text message to all residents that have a mobile number	Reminder short text and link sent to all mobile numbers on our housing system	6,459		738 direct clicks on the link to the consultation page
Email marketing with promotional toolkits provided	To support wider promotion using stakeholders – the below were sent toolkits: <ul style="list-style-type: none"> • The Mayor's office • All Cllrs • Community engagement teams • 14 citywide Voice and Influence groups • Goram Homes • The housing festival 	Large numbers, including people from diverse groups	Nov	Facebook and Tweet from Marvin's accounts to his followers Posts from other stakeholders / Cllrs promoting on social media Reach across all influence groups
Internal communications through	To get colleagues to take part	All housing colleagues	Oct/Nov	117 BCC colleagues took part in the consultation

Activity	Purpose	Reach	Date	Results
Moving Forward Together communications, all staff bulletin		and wider colleagues through all staff bulletin		
Internal briefings for housing colleagues	To educate colleagues and take them through the process	Housing colleagues	Oct/Nov	132 colleagues attended one of three sessions
Promotional video created to intro – Cllr Renhard	To introduce and encourage participation	Visitors to the microsite. Promoted through social media and added to Facebook	Oct/Nov	254 views on YouTube 209 views when shared on Facebook

3. Survey Responses

This section describes the number and type of responses we received during the consultation.

It shows the overall response rate, the responses by ward and a breakdown of responses by demographic including house type and by protected characteristics

3.1 Response Rate

The table below shows the response rate by method and by role. We received <insert number> responses in total with the majority taking part by completion of the survey. Most respondents, about 60% were tenants in one of our properties.

Table showing responses received through each channel

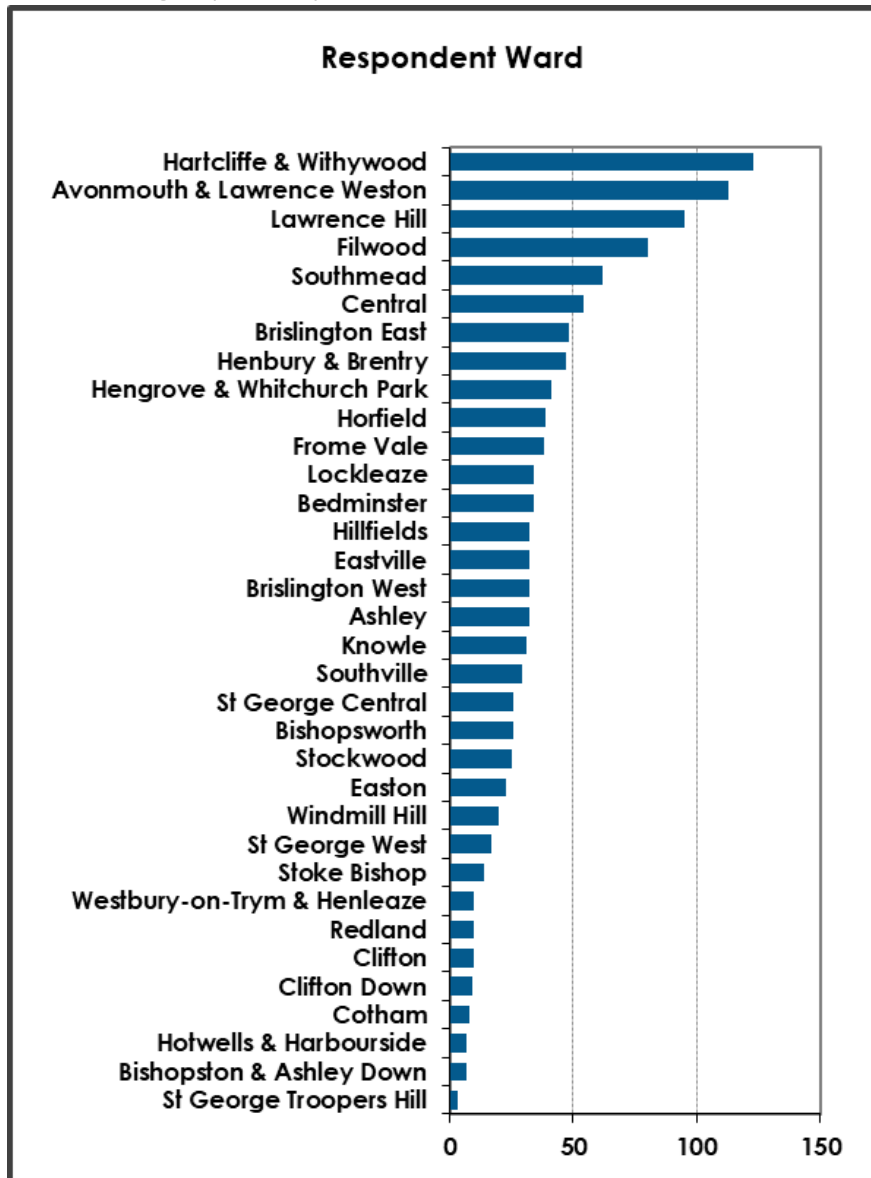
Total Responses 1471	
Response method	
Budget simulator	205
Survey – online	359
Survey – telephone	501
Survey - paper	406
Respondent Role	
Resident or leaseholder	1047
Council employee	117
Member of the public	227
Business or another organisation	6 <i>BCC x 2 Dove Gardens, Kingsdown Centre for Sustainable Energy Residents' association member Broomhill infant school</i>
Other roles specified	12 <i>Architect Homeless x 2 Labour party member Private landlord providing social housing Tenant in private house share No fixed abode on housing waiting list Ex-tenant trying to get back on waiting list Leaseholder Voter Living with parents in council house Leaseholder</i>

Note: Not all respondents provided their role.

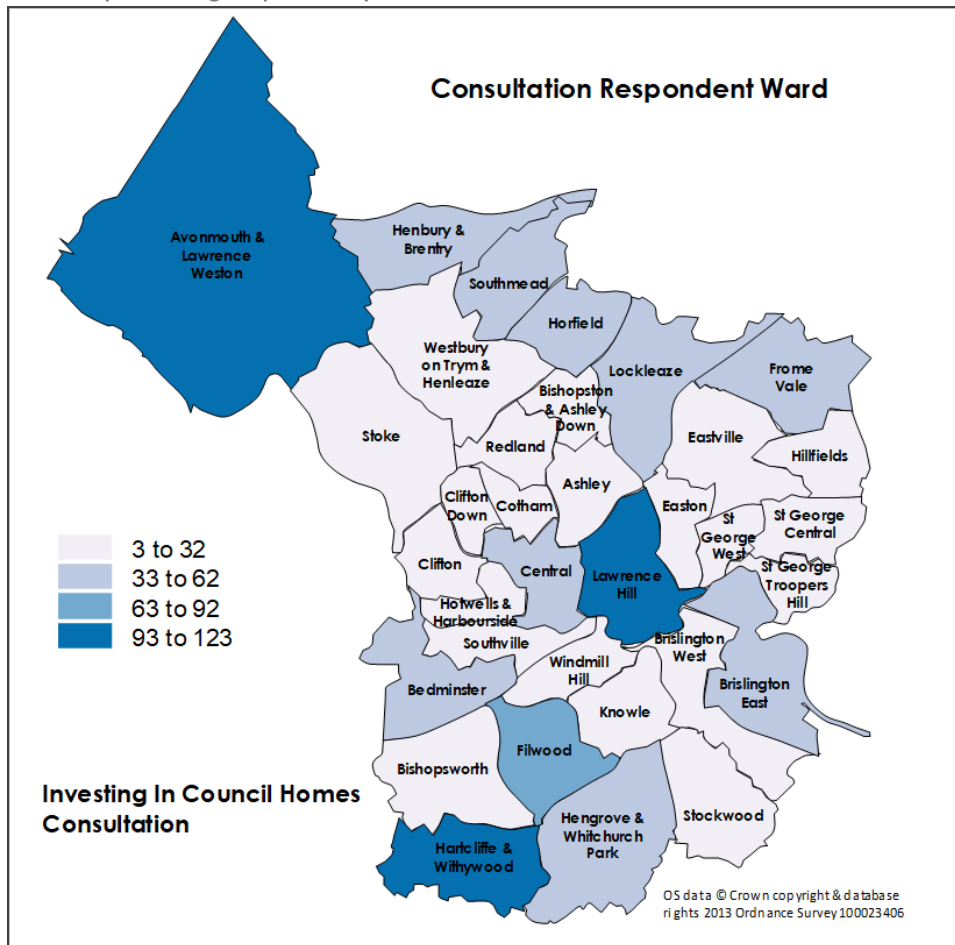
3.2 Geographic Distribution by Ward

The graph and heat map shown below provides a view of the number of responses by ward. Most responses came from those areas with a high proportion of council homes with Hartcliffe and Withywood receiving the most responses overall.

Table showing responses by ward:



Heat map showing responses by ward:



Note: Not all respondents provide a postcode or full postcode to allow their ward to be identified.

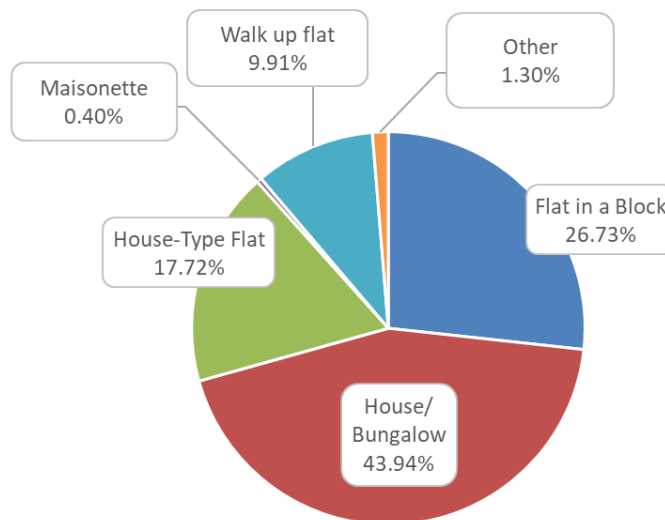
3.3 Response by demographic

This section provides a view of the responses by property type and protected characteristic.

3.3.1 Resident property type

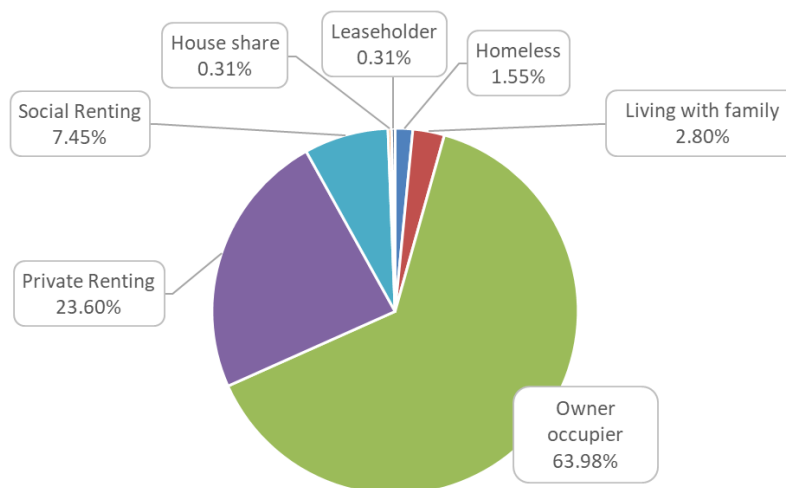
We asked respondents to state which type of property they live in. There was a different question for council tenants and non-council tenants.

If you are a council tenant, what type of property do you live in?



3.3.2 Non-resident housing type

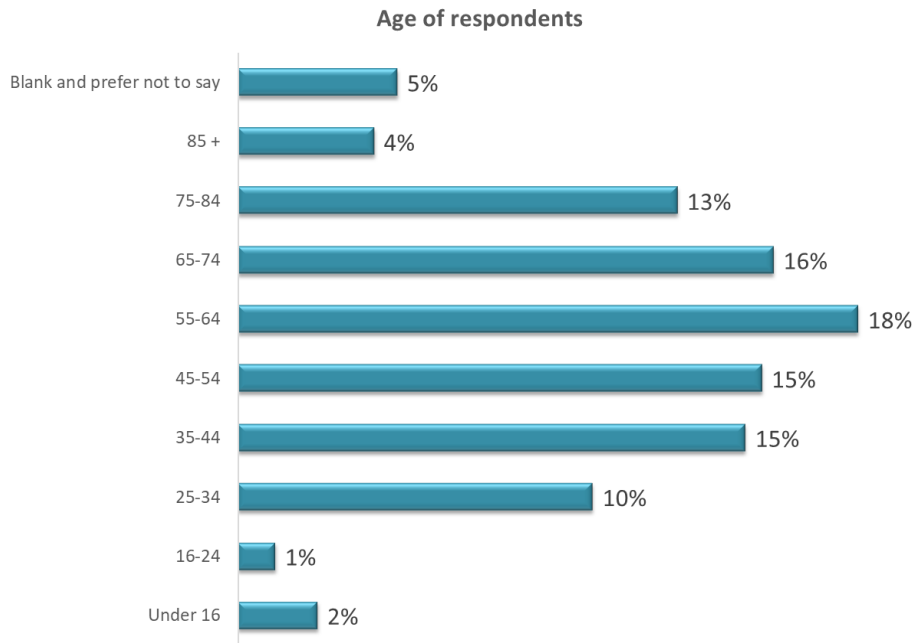
If you are not a council tenant, please state if you own or rent your home, or specify other.



3.3.3 Age

The graph below shows responses by age. There is a good number of responses for most age groups. There was a lower rate of response at either end of the scale with only 1% of responses coming from the 16-24 age group.

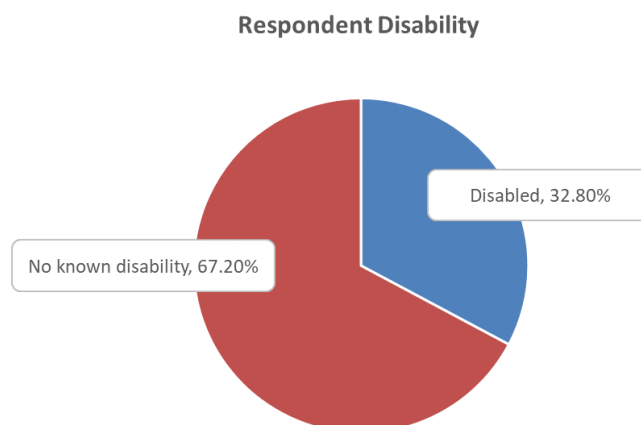
Bar graph showing responses by age:



3.3.4 Disability

Chart showing responses from people with a disability. This is far higher than the Bristol average, showing we received a good proportion of responses from that group.

Responses by disability:

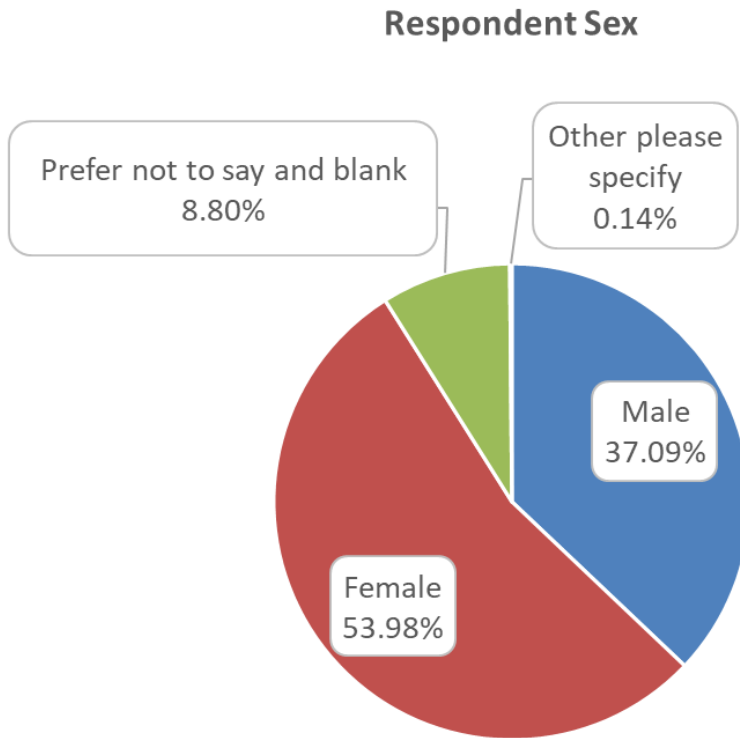


1. Blanks and where respondents had selected prefer not to say on the online survey and simulator have been excluded in order to combine with telephone survey data where disability data is only recorded on housing systems as known disability/No known disability.

3.3.5 Sex

The pie chart below shows the split between different sexes. This aligns with the demographic for our residents.

Responses overall by sex of the respondent:

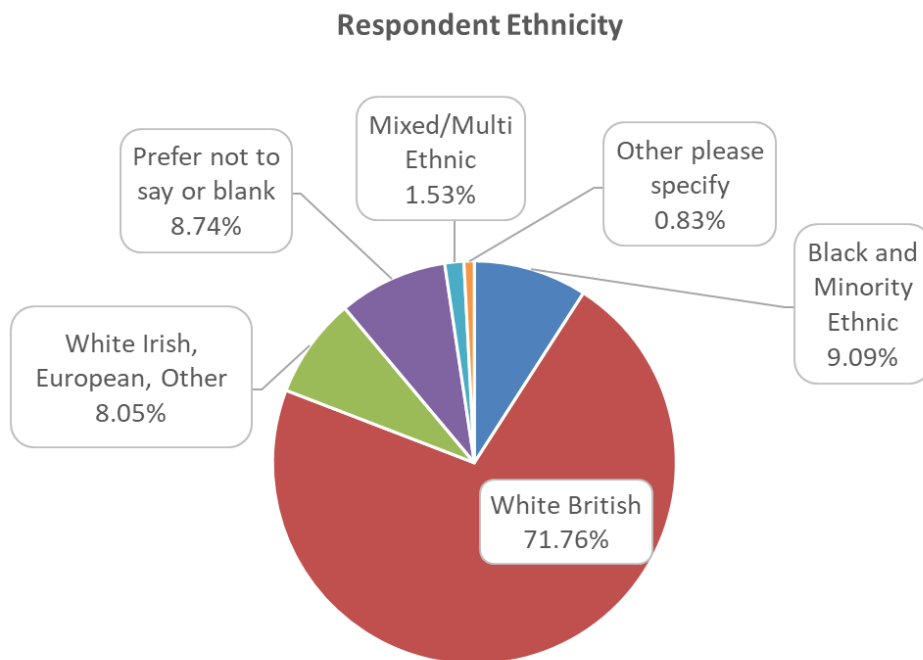


Other please specify free type field responses

- | |
|--|
| <ul style="list-style-type: none">• <i>Male and Female – husband and wife</i>• <i>Indigenous white male</i> |
|--|

3.3.6 Ethnicity

The pie chart below shows respondents by ethnicity. The total percentage of Black, Asian and Minority Ethnic (BAME) response was 20.73%.

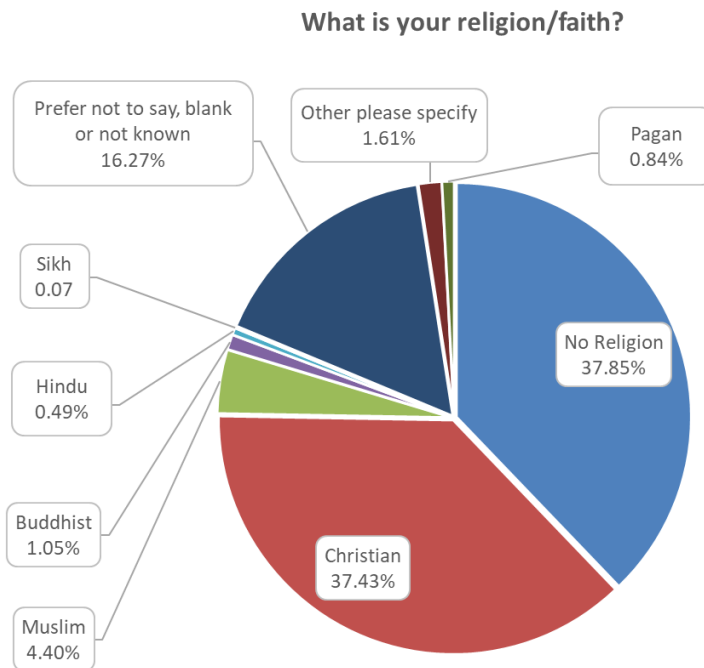


Other please specify free type field responses

- *Latin American*
- *Latin American Mestiza*
- *Arab*
- *Not Important*
- *I have dual Irish and British*
- *Anglo Indian Spanish Welsh Bristolian*
- *Iranian*
- *Indian British*
- *White American*
- *White Welsh*
- *Somali*

3.3.7 Religion

Pie chart showing responses by religion:



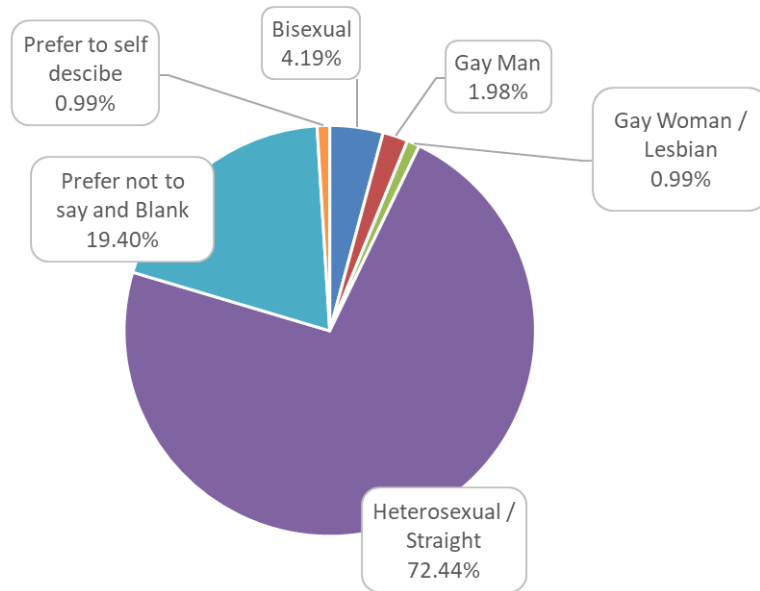
Other please specify free type field

- *Spiritual/Spiritualism/Spiritualist x 5*
- *Occultist*
- *Not Important*
- *Only belief in God not in religion*
- *Atheist*
- *C of England*
- *Welsh Methodist*
- *Botis Church*
- *Methodist*
- *Bush Baptist*
- *Numanoid*
- *Agnostic*
- *Wiccan*
- *Quaker*
- *Orthodox Christian*
- *UU*
- *Unitarian*

3.3.8 Sexuality

Pie chart showing percentage of respondents by sexual orientation.

What is your sexual orientation?



Note: Data not available for telephone survey respondents

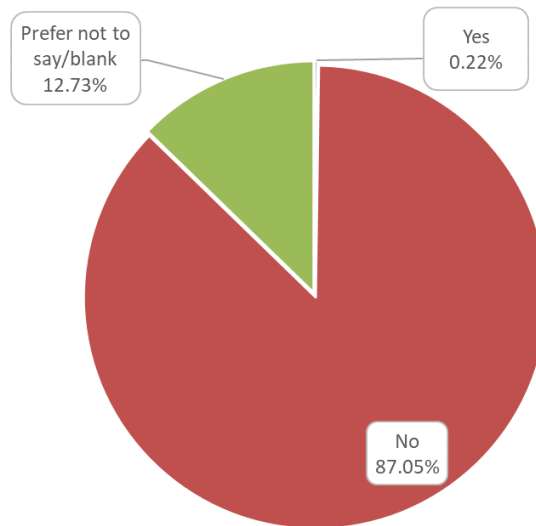
I prefer to self-describe free type field responses
<ul style="list-style-type: none">• <i>Fluid</i>• <i>Not important</i>• <i>Straight</i>• <i>Guest</i>• <i>Long term Bristol resident/female</i>• <i>Normal</i>• <i>None whatsoever</i>• <i>No none of this</i>• <i>Normal male</i>

3.3.9 Pregnancy

The pie chart below shows the % of respondents who stated they were pregnant at the time of completing the survey.

This shows low numbers with a large proportion of respondents stating that they prefer not to say.

Are you pregnant or have you given birth in the last 26 weeks?

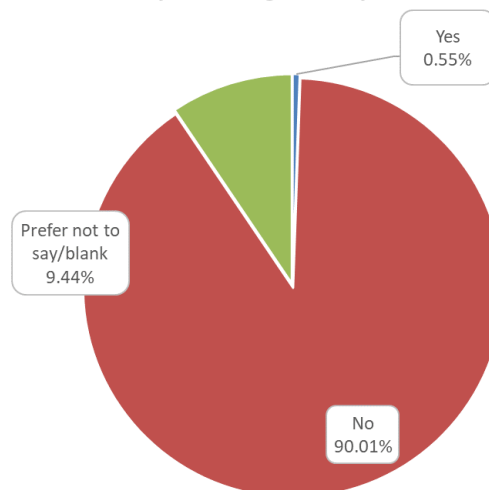


Note: Data not available for telephone survey respondents.

3.3.10 Refugee or Asylum seeker

Pie chart showing responses from refugees or asylum seekers. This is another chart that has a low response rate.

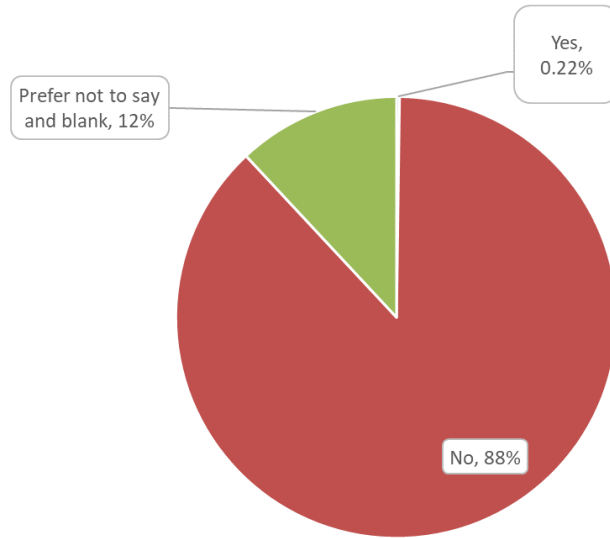
Are you a refugee or asylum seeker?



Note: Data not available for telephone survey respondents

3.3.11 Gender reassignment

Have you been through any part of a gender reassignment process or do you intend to?



Note: Data not available for telephone survey respondents

4. Results

This section provides a view of the results for the simulator, the survey and the telephone survey.

There are many ways we can choose to provide a breakdown of the data. The one we have used most frequently throughout the consultation when tracking results is the difference between council home residents and non-residents. We have shown the same breakdown in this section and where possible all results are shown by resident, non-resident, and a combined view of all results.

4.1 Simulator

This section provides a view of the results from the simulator. Each view provides a breakdown by type of respondent.

The 'service group' column provides the heading for the consultation theme.

The 'maximum available change column' defines the amount of additional budget that can be added or spent for the lifetime of the plan.

The average change column shows the average % change applied. For rents this is not the amount respondents have stated that rents will be increased by, but the % of the total amount of extra money that could be raised through rent increases. The % increase to annual rents is provided below each table.

The 'money added/spent' column shows the total amount of money added or spent during the lifetime of the plan.

4.1.1 Combined

Service Group	Maximum available change	Average Change %	Money added/spent
Income: Rent Amount (Income)	£622,880,000	44%	£274,353,171
Income: Borrowing Amount (Income)	£150,000,000	36%	£53,926,829
Investment: Blocks, Communal Areas & Estates (Expenditure)	£90,000,000	22%	£20,019,512
Investment: Additional Services For Tenants (Expenditure)	£15,000,000	16%	£2,341,463
Investment: Kitchens (Expenditure)	£30,000,000	17%	£5,136,585
Investment: Bathrooms (Expenditure)	£57,500,000	22%	£12,818,293
Investment: Energy Efficiency & Carbon Neutral (Expenditure)	£540,000,000	27%	£144,087,805
Investment: Building New Council Homes (Expenditure)	£800,000,000	23%	£180,682,927

Increase to rents above inflation: 8% annual rent will be £88.04 plus increase for inflation

4.1.2 Resident

Service Group	Maximum available change	Average Change %	Money added/spent
Income: Rent Amount (Income)	£622,880,000	25%	£152,972,000
Income: Borrowing Amount (Income)	£150,000,000	20%	£30,375,000
Investment: Blocks, Communal Areas & Estates (Expenditure)	£90,000,000	12%	£10,800,000
Investment: Additional Services For Tenants (Expenditure)	£15,000,000	13%	£1,875,000
Investment: Kitchens (Expenditure)	£30,000,000	15%	£4,500,000
Investment: Bathrooms (Expenditure)	£57,500,000	18%	£10,350,000
Investment: Energy Efficiency & Carbon Neutral (Expenditure)	£540,000,000	16%	£85,050,000
Investment: Building New Council Homes (Expenditure)	£800,000,000	19%	£150,000,000

Increase to rents above inflation: 4% annual rent will be £84.60 plus increase for inflation

4.1.3 Non-Resident

Service Group	Maximum available change	Average Change %	Money added/spent
Income: Rent Amount (Income)	£622,880,000	49%	£303,778,909
Income: Borrowing Amount (Income)	£150,000,000	40%	£59,636,364
Investment: Blocks, Communal Areas & Estates (Expenditure)	£90,000,000	25%	£22,254,545
Investment: Additional Services For Tenants (Expenditure)	£15,000,000	16%	£2,454,545
Investment: Kitchens (Expenditure)	£30,000,000	18%	£5,290,909
Investment: Bathrooms (Expenditure)	£57,500,000	23%	£13,416,667
Investment: Energy Efficiency & Carbon Neutral (Expenditure)	£540,000,000	29%	£158,400,000
Investment: Building New Council Homes (Expenditure)	£800,000,000	24%	£188,121,212

Increase to rents above inflation: 9% annual rent will be £89.91 plus increase for inflation

4.1.4 Conclusions from the simulator results

The following conclusions can be made:

- All groups selected to add an increase to rents
- Residents selected to increase this the least
- All groups selected to invest more in building new council homes, energy efficiency and improving blocks
- All groups selected to invest more on bathrooms than kitchens
- Investment options were more limited in the resident group because the amount of money raised through borrowing and rent increases was much lower

4.2 Survey results

This section provides the results for the survey. The survey was completed either online, by telephone or on a paper copy.

Most results show a combined view of all formats. There is one question that was asked differently on the telephone and the results for this are show separately.

4.2.1 Survey investment priorities

This first table on the following page shows the results for the prioritisation question. This includes online and paper responses but excludes telephone respondents who were asked this question in a different format.

The table shows that all respondents whether a resident in a council home or in another type of property select the same priority for investments. The top three are:

1. Building new council homes
2. Energy efficiency and carbon neutral
3. Blocks, communal areas, and estates

Please put all these areas where we could invest more into priority order, with one being the most important and six the least.						
Item	Overall		Residents		Non resident	
	Total Score ¹	Overall Rank	Total Score ¹	Overall Rank	Total Score ¹	Overall Rank
Building new council homes	2905	1	1603	1	1235	1
Energy efficiency and carbon neutral	2803	2	1533	2	1178	2
Blocks, communal areas and estates	2347	3	1202	5	1062	3
Kitchens	2126	4	1243	3	819	4
Bathrooms	2067	5	1225	4	788	5
Additional services for tenants	1822	6	1069	6	693	6
<small>¹ score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is a sum of all weighted rank counts.</small>	Answered	670	Answered	375	Answered	275
	skipped	94	skipped	63	skipped	18

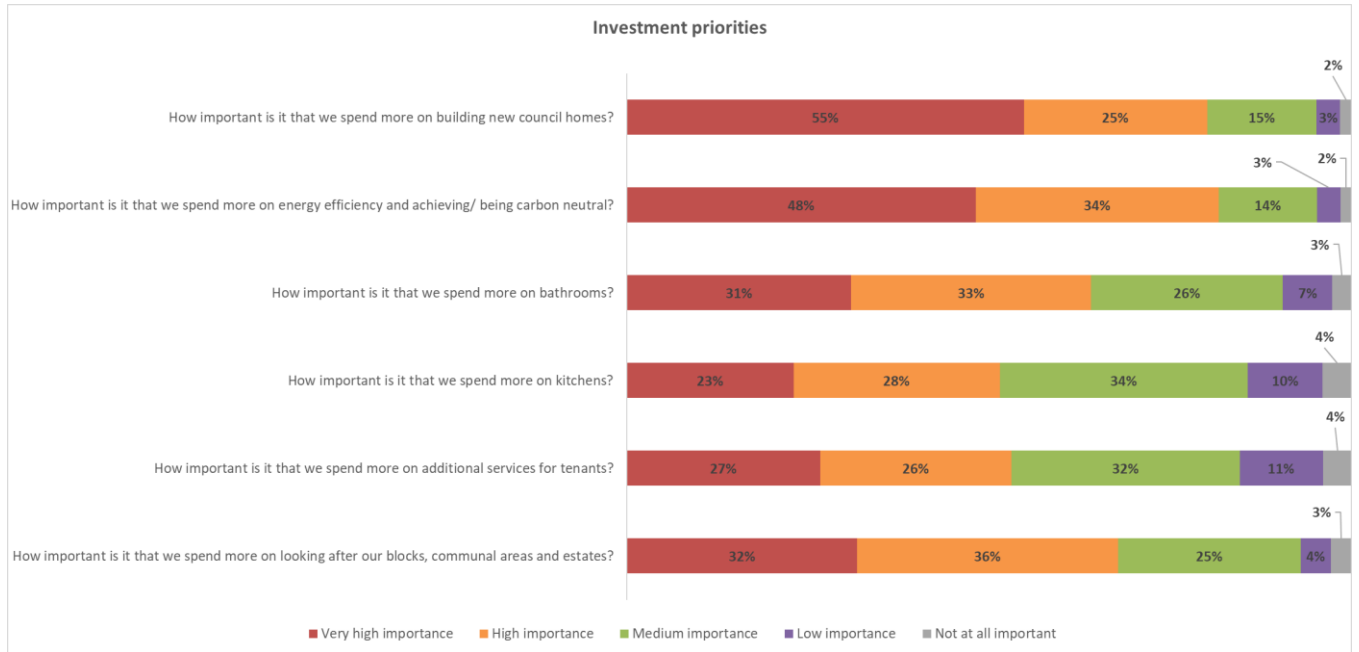
4.2.2 Survey - how important are the different investment options:

In all survey types we asked respondents to score each investment priority out of 5. This set of tables show the results by percentage for each theme.

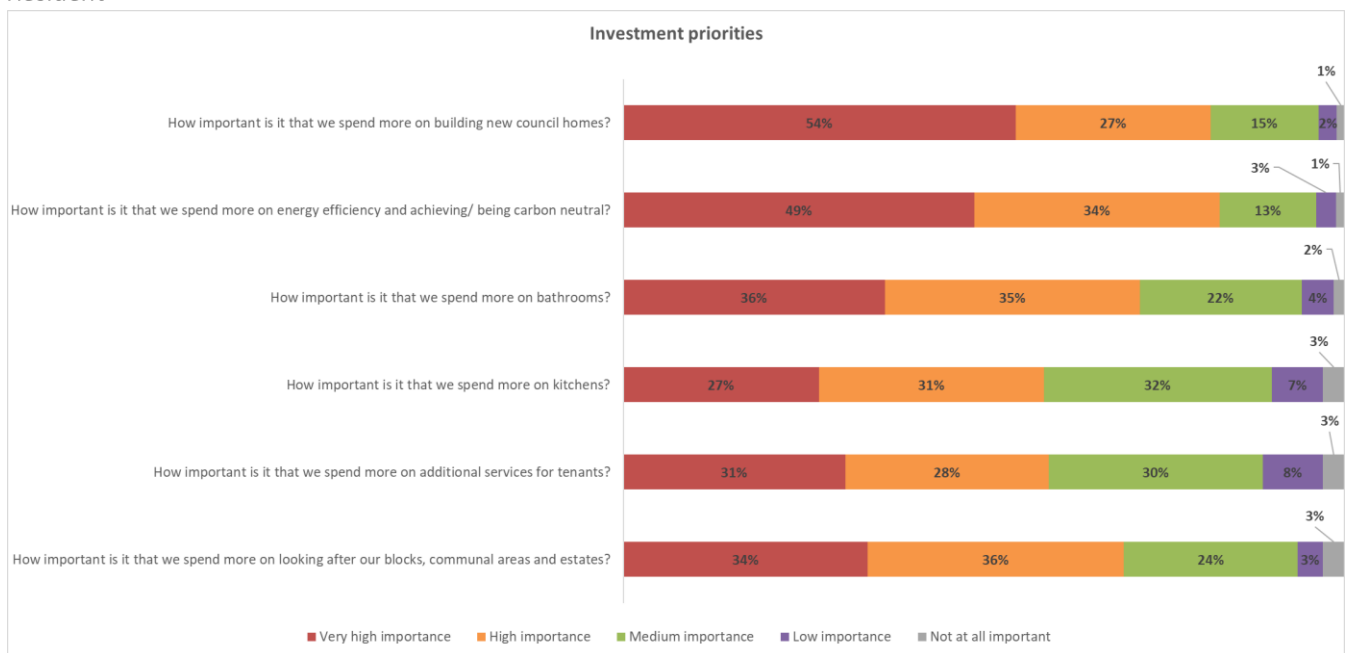
All respondents ranked building new council homes and energy efficiency the highest.

Residents in council homes rated kitchens, bathrooms and blocks higher than non-residents which is also reflected in the combined results.

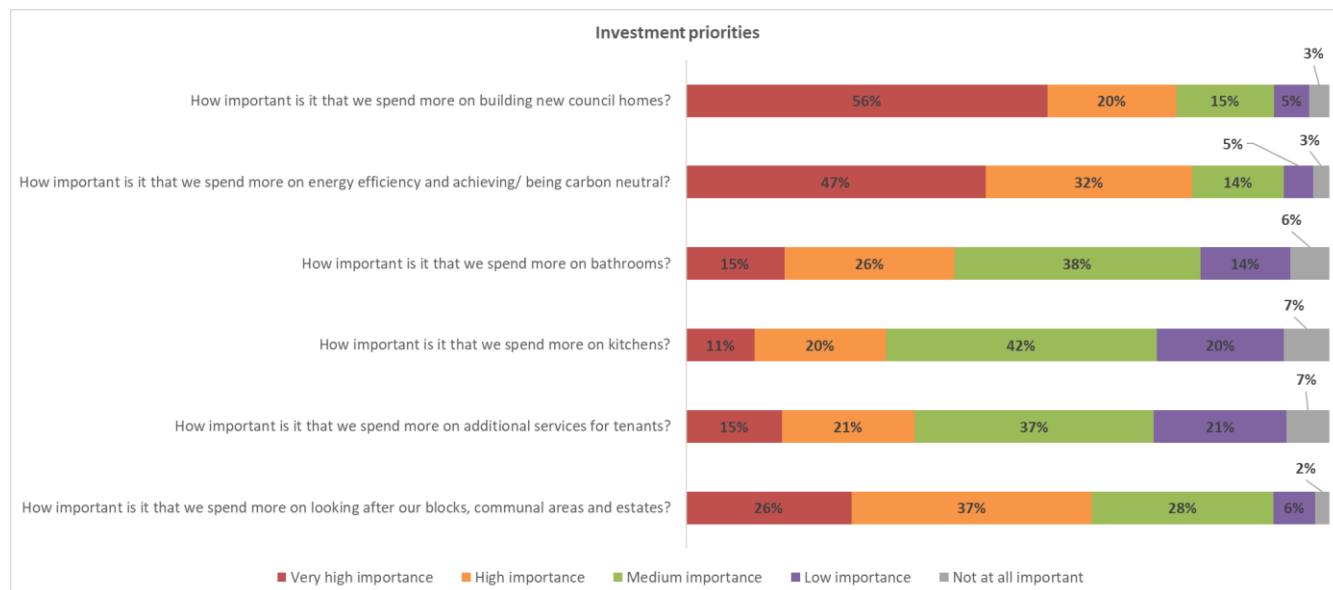
Combined



Resident



Non-Resident



4.2.3 Survey – Funding options

In the survey we asked people how important it was to fund investments by rents, borrowing or both.

The majority favoured both options. The resident group had a lower importance rating for rents.

Table showing how survey respondents would fund investments:

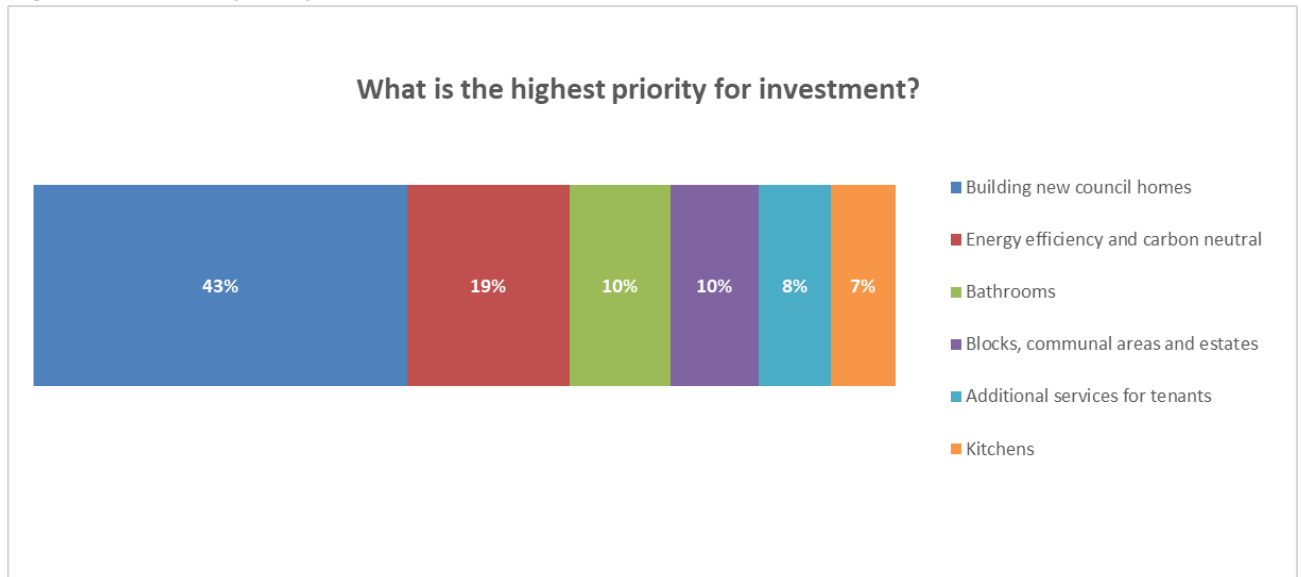
Option	Overall	Residents	Non residents
Fund investment priorities through BOTH an increase in rent paid by council tenants and borrowing money	48%	43%	44%
Fund investment priorities ONLY through an increase in rent paid by council tenants	16%	16%	19%
Fund investment priorities ONLY through borrowing money	36%	41%	37%

4.2.4 Telephone Survey

During the consultation we decided to increase involvement by contacting a sample of our residents by telephone. Most results are included in the overall survey responses shown above. There was one question we needed to change which was the option to move investments options into priority order. Instead, we asked respondents to identify their highest priority for investment. The responses are provided below.

The results support the findings from the survey and the simulator. This group identified bathroom replacements as being equal importance to improvements to blocks and estates.

Highest investment priority



4.2.5 Conclusions from Survey

The survey responses are broadly consistent with the results from the simulator.

- All respondents on average for types of question respondents prioritised building new homes and energy efficiency above other investment priorities.
- There was a difference in result from the resident group for investment in existing homes depending on the type of question.
 - For the priority order question on the paper and online survey kitchens was placed ahead of bathrooms and both placed ahead of blocks and estates.
 - For the ranking and scoring exercise on the telephone, online and paper survey, blocks and estates (94%) was put ahead of bathrooms (93%), which was placed ahead of kitchens (90%)
 - For the telephone priority order question telephone respondents placed bathrooms and blocks slightly ahead of kitchens.

This demonstrates that there is broad support for bathrooms, kitchens and improvements to blocks and estates in our resident group.

- The combined results (both resident and non-resident) demonstrated a preference for blocks and estates (94%), but this was only marginally above bathroom replacement (93%) and ahead of kitchens (85%).
- For all respondents additional services to tenants was ranked as the lowest priority although all groups decided some investment was needed
- All respondents on average selected to have some rent and borrowing increases.
- Support for investment in existing homes was more pronounced in the resident group.

4.3 Comments

This section shows the different themes we received comments on during the consultation. There is a graph that shows the frequency of each comments and a table that also shows the number of comments received.

Graph showing comments by category:

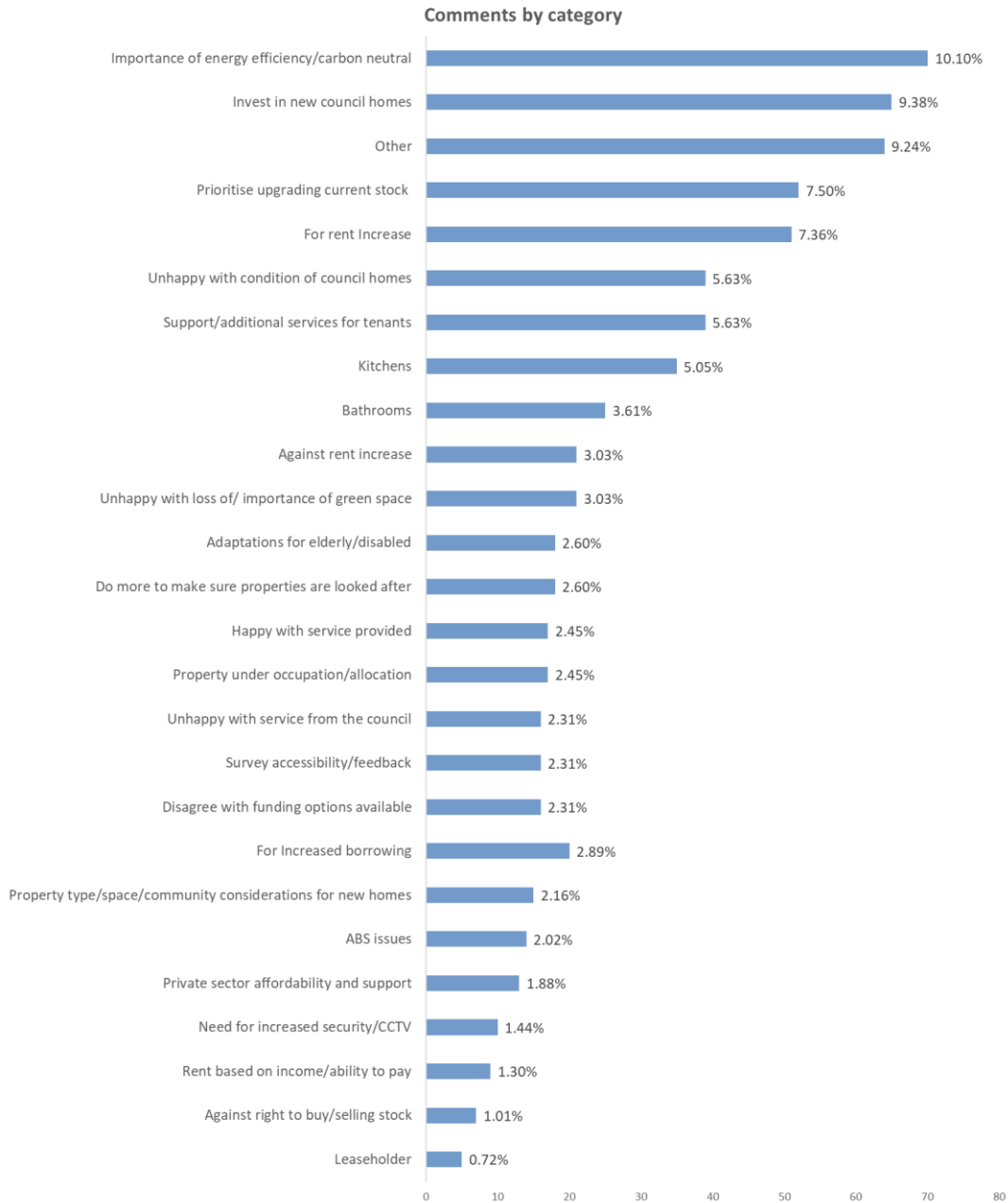


Table showing example comments for each category:

Comment Categories	Volume	%
Importance of energy efficiency/carbon neutral	70	10.10%
Invest in new council homes	65	9.38%
Other	64	9.24%
Prioritise upgrading current stock	52	7.50%
For rent Increase	51	7.36%
Support/additional services for tenants	39	5.63%
Unhappy with condition of council homes	39	5.63%
Kitchens	35	5.05%
Bathrooms	25	3.61%
Unhappy with loss of/ importance of green space	21	3.03%
Against rent increase	21	3.03%
For Increased borrowing	20	2.89%
Do more to make sure properties are looked after	18	2.60%
Adaptations for elderly/disabled	18	2.60%
Property under occupation/allocation	17	2.45%
Happy with service provided	17	2.45%
Disagree with funding options available	16	2.31%
Survey accessibility/feedback	16	2.31%
Unhappy with service from the council	16	2.31%
Property type/space/community considerations for new homes	15	2.16%
ABS issues	14	2.02%
Private sector affordability and support	13	1.88%
Need for increased security/CCTV	10	1.44%
Rent based on income/ability to pay	9	1.30%
Against right to buy/selling stock	7	1.01%
Leaseholder	5	0.72%
Total	693	

4.4 Conclusions

This section provides a combined summary of finding from the results:

Section of the report	Key finding:
Simulator Responses	<ul style="list-style-type: none"> • All groups selected to add an increase to rents, but residents selected to increase this the least • All groups selected to invest more in building new council homes, energy efficiency and improving blocks • All groups selected to invest more on bathrooms than kitchens • Investment options were more limited in the resident group because the amount of money raised through borrowing and rent increases was much lower
Survey Responses	<ul style="list-style-type: none"> • All respondents on average for types of question respondents prioritised building new homes and energy efficiency above other investment priorities. • There was a difference in result from the resident group for investment in existing homes depending on the type of question. <ul style="list-style-type: none"> - For the priority order question on the paper and online survey kitchens was placed ahead of bathrooms and both placed ahead of blocks and estates. - For the ranking and scoring exercise on the telephone, online and paper survey, blocks and estates (94%) was put ahead of bathrooms (93%), which was placed ahead of kitchens (90%) - For the telephone priority order question telephone respondents placed bathrooms and blocks slightly ahead of kitchens. <p>This demonstrates that there is broad support for bathrooms, kitchens and improvements to blocks and estates in our resident group.</p> <ul style="list-style-type: none"> • The combined results (both resident and non-resident) demonstrated a preference for blocks and estates (94%), but this was only marginally above bathroom replacement (93%) and ahead of kitchens (85%). • For all respondents additional services to tenants was ranked as the lowest priority although all groups decided some investment was needed • All respondents on average selected to have some rent and borrowing increases. • Support for investment in existing homes was more pronounced in the resident group.

5. How this report will be used

The consultation feedback in this report is taken into account by officers in developing the final proposals for the HRA 30 year business plan, including setting rents, borrowing and investment priorities. The final proposals are included in a separate report which, together with this consultation report, will be considered by Cabinet on 18 January 2022.

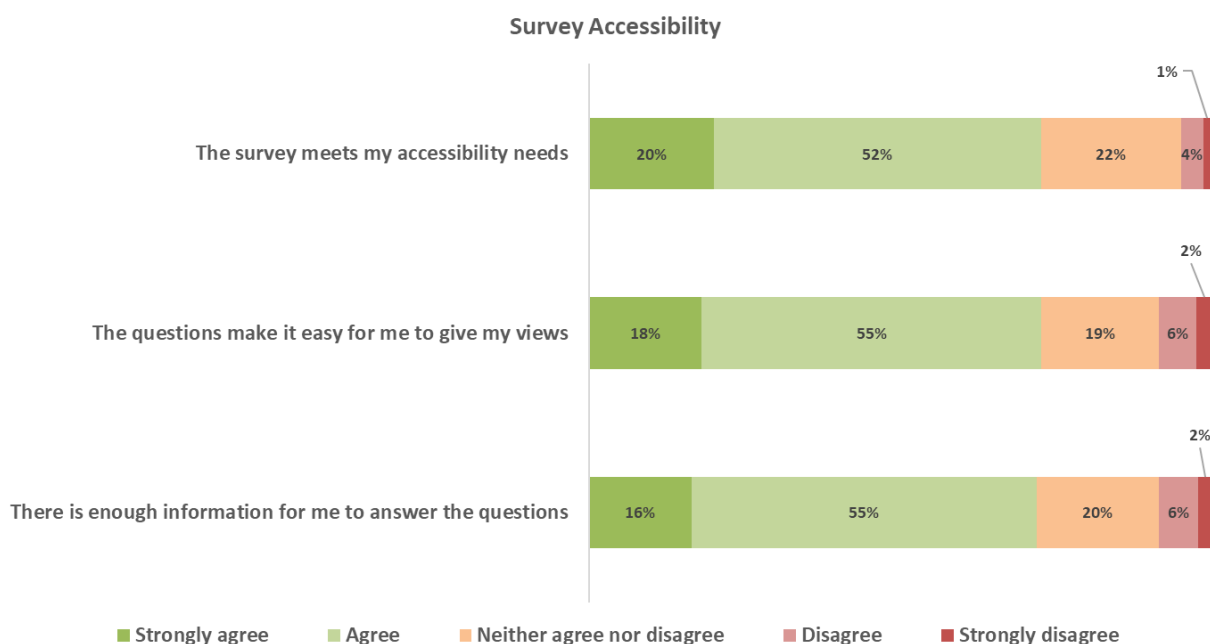
Full Council will also consider this consultation report in making its decisions on the proposals at the Full Council meeting on 15 February 2022.

You can find the latest consultation and engagement surveys online at www.bristol.gov.uk/consultationhub where you can also sign up to receive automated email notifications about consultations and engagements.

All decisions related to the proposals in this consultation will be made publicly at the Full Council meeting on 15 February 2022. You can find forthcoming meetings and their agendas at democracy.bristol.gov.uk. Any decisions made by Full Council and Cabinet will also be shared at democracy.bristol.gov.uk

6. Feedback on the consultation

During the consultation we asked people about how accessible the survey was. Overall approximately 70% of people strongly agreed or agreed that the survey was accessible, it was easy to give my views and it was easy to answer questions.



Equality Impact Assessment [version 2.9]

Title: 2022/23 HRA Budget Proposal.	
<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: Housing and Landlord Services	Lead Officer name: Sarah Spicer
Service Area: Business Innovation	Lead Officer role: Business Innovation – Head of Service

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.

Objective

To support the recommendations/proposals for:

- The 30yr HRA Business Plan
- The 2022/23 Housing Revenue Account (HRA) budget
- The 2022/23 Housing Investment Plan
- The 2022/23 Housing Delivery Programme
- The 5-year capital programme and 30-year business plan
- Increasing the supply of affordable homes
- The procurement of relevant contractors to support delivery of these programmes, and delegate the authority to the Executive Director of Growth and Regeneration, in consultation with the Cabinet Member for Housing Delivery and Homes, to appoint relevant contractors

Background to the Proposal

Housing and Landlord Services (H&LS) 30 year Business Plan and Budget focusses on:

- repairing, maintaining and improving the existing BCC council housing stock;
- providing services for council tenants and leaseholders;
- and increasing the provision of new affordable council homes

The HRA operates in a difficult housing market and environment. Housing costs are high as are levels of homelessness and rough sleeping; the council has an aging stock with high levels of investment need; and many tenants struggle to maintain their tenancies and access the support they require.

There are city ambitions for housing, that include increasing the supply of affordable housing and tackling the climate emergency and reducing carbon emissions.

The main source of HRA income is the rent and service paid by council tenants and leaseholders. For four years rents decreased by 1% per year (2016-202), in line with Government policy. This significantly reduced expected income levels and resulted in cuts in levels of expenditure.

From 2020 there was a new rent standard that will allow social landlords to increase rent levels by up to CPI +1%. This year extensive consultation was carried out with stakeholders to shape the Business Plan and Budget (Big Housing Conversation: Investing in Council Homes). A consultation report will accompany the report. Stakeholders were members, residents and leaseholders, Bristol citizens and organisations. Consultation was focussed on how to balance competing priorities for future investment, which included three areas of focus: building new homes, energy efficiency and carbon retrofitting and improving standards in existing homes. The consultation made it clear that to invest more we need to generate more income through borrowing and rent increases.

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	
The proposal will affect everyone from residents as it will affect the service they receive, the workforce responsible for delivering the service, the wider community who are dependent on accessing council housing when needed and other partners who provide additional supporting services or who are contracted to deliver a service on behalf of Housing & Landlord Services		

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]
--	------------------------------------	-----------------

Impact

The key principles for the 2022/23 budget and longer-term business plan are:

- Rents and service charges increase by 4.1%, which is 1% increase above inflation.
- Repair & Investment of existing homes: Continue to ensure our homes are decent; warm, weathertight, modern and safe remain key priorities.
- New priorities identified to improve standards in individual homes, communal areas, blocks and estates. Including:
 - Energy efficiency and reducing carbon emissions: additional £80m to make homes more energy efficient and to reduce carbon emissions. This will enable us to ensure all homes reach a minimum EPC of C by 2030.
 - Bathroom modernisation programme: £12.5m to commence a five-year bathroom replacement programme that will deliver over 5000 modern new bathrooms in council homes by 2027.
 - Investing in communal areas, blocks, and estates: add £1m to the 2022/23 budget, and £10m over 5-years, to improve standards in communal areas, blocks and estates. Further work will be undertaken to determine how best to utilise this.
 - For 2022/23 up to £350k will be made available for council tenants in financial crisis, with applications managed through the council's Local Housing Crisis Prevention fund.
- New Homes: commitment to provide new affordable homes to meet housing need, and address homelessness and rough sleeping.

Procurement of Contractors

The report request approval for delegated authority to procure contractors as necessary to support the delivery of proposed expenditure (including the Housing Investment Plan and New Build & Acquisition programme). This is a

positive impact for the council and our tenants, as this proposal aims to make the procurement of contractors more efficient, meaning work programmes can be started earlier without the need for further approvals which can add additional costs to the budget.

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>Demographic of tenants: H&LS has 30,422 tenants living in 26,274 properties. It is estimated that in total H&LS houses over 60,000 people. In addition, there are 2,276 leaseholders leasing 1,743 properties.</p>	<p>The ethnicity of 92.3% of tenants is known, of those: 73.4% are White British (reduction from 77.2% in April 2017), 22.1% are of Black, Asian or Minority Ethnicity, of which the largest groups are Black Africans and African Somalis (5.3% and 4.4% respectively) and 4.5% identify as White Other.</p> <p>A higher proportion of our tenants are female, 62.7%, than male, 37.3%.</p> <p>The age of 98.8% of tenants is known; of these the most common age bands are 45-54 year olds and 55-64 years who each make up 21.1% of our tenants. 23.8% of our tenants are aged over 65 and 2.1% under 25</p> <p>30.2% of our tenants have told us that they have at least one type of disability. 13.0% of our tenants report a long-term illness, 12.9% suffer from mental or emotional distress and 11.6% of our tenants report mobility problems.</p> <p>When compared to the Bristol population as a whole (The Population of Bristol 2021) the differences include:</p> <ul style="list-style-type: none"> - Older people, aged 65+, make up 13% of Bristol's population compared to 24% of BCC tenants - Women make up 50% of Bristol's population compared to 63% of BCC tenants - Non White British people make up 22% of Bristol's population compared to 26.5% of BCC tenants.

<p>Rent Arrears: Overall, 22.7% of tenants have rent arrears over £250. This is slightly lower than last year.</p>	<p>27.8% of tenants from Black, Asian or Minority Ethnic backgrounds have rent arrears over £250, compared to 21.5% of White British tenants and 19.8% of White Other tenants.</p> <p>24.1% of female tenants are in arrears over £250 compared to 20.2% of male tenants.</p> <p>Younger tenants are at higher risk of arrears than older tenants. 39.5% of under 25's are in arrears over £250. 6.9% of tenants aged 65-74 are.</p> <p>Tenants with a recorded disability are less likely to be in arrears with 16.6% of them having rent arrears over £250.</p> <p>Tenants identifying as White British/White European were most likely to be satisfied that their rent represented value for money, giving an average score of 8.2 out of 10. Tenants identifying as Asian were least likely to be satisfied that their Rent provided value for money, giving an average score of 7.6 out of 10. (Source: Resident Satisfaction Survey 2019).</p>
<p>Response Repairs: In the year 1st November 2020- 31st October 2021 63,168 response repairs were completed after being requested by a tenant, an average of 2.1 per tenant. This is not necessarily a typical figure as lockdowns adversely impacted our responsive repair service during this time.</p>	<p>Younger tenants were more likely to order repairs than middle-aged tenants, with 25-34 year olds making an average of 2.6 repair requests per tenant and over 65's receiving an average of 1.7 repairs per tenant.</p> <p>Black and minority ethnic tenants (on average 2.7 repairs per tenant) were more likely to order repairs than White British tenants (on average 1.9 repairs per tenant) or White Other tenants (1.7 repairs per tenant).</p> <p>Disabled tenants (2.2 repairs per tenant) were slightly more likely to request repairs than non-disabled tenants (2.0 repairs per tenant)</p> <p>The disability group with the most repair requests were visually impaired persons (2.5 repairs per tenant) The group least like to request repairs were those with hearing impairments (2.1 repairs per tenant).</p> <p>Tenants identifying as Black or African were the most satisfied with how BCC deals with Repairs and Maintenance, giving an average score of 7.0 out of 10. Tenants identifying as mixed race were the least satisfied giving an average score of 6.5.</p> <p>The group most satisfied with the overall quality of their home were White British tenants who gave an average score of 7.3 out of 10. Mixed ethnicity tenants were the least satisfied giving an average score of 6.8. (Source: Resident Survey 2019).</p>
<p>Additional comments:</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 checked="" type="checkbox"/> Race
<input type="checkbox"/> Religion or Belief	<input checked="" type="checkbox"/> Sex	<input type="checkbox"/> Sexual Orientation

2.3 Are there any gaps in the evidence base?

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

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

There are some gaps in diversity data relating to customer satisfaction levels, but work is in hand to address this.

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.

From October 20 to December 3 2021 we launched a consultation open to all Bristol residents and council employees to seek their view on how to fund additional investments within a 30 year business plan, the first year of this plan informed the budget for 22/23.

The consultation was open for six weeks. We had responses from 1,471 people and approximately 60% were tenants in one of our properties. Participants could either use an online simulator tool which provided a realistic simulation of the budget decisions we need to make or take part in a survey that was available online, by telephone survey and by post. The consultation reached the following conclusions:

Section of the report	Key finding:
Simulator Responses	<ul style="list-style-type: none">• All groups selected to add an increase to rents, but residents selected to increase this the least• All groups selected to invest more in building new council homes, energy efficiency and improving blocks• All groups selected to invest more on bathrooms than kitchens• Investment options were more limited in the resident group because the amount of money raised through borrowing and rent increases was much lower
Survey Responses	<ul style="list-style-type: none">• All respondents on average prioritised building new homes and energy efficiency above other investment priorities.• The resident group chose to invest more in bathrooms than blocks and estates• All respondents on average selected to have some rent and borrowing increases.• Support for investment in existing homes was more pronounced in the resident group.

The responses and comments are helping us plan the budget for council homes for the next 30 years. They will be taken into consideration in developing final proposals by both Cabinet and Council Members when making their decision. The final decision on the HRA 30 year budget will be made at a full council meeting in February 2022.

A full breakdown of who took part and the results are provided in the end of consultation report.

In the future various methods will be used to communicate with our key stakeholders and involve them in our service transformation plans for 2020/21, some of which are listed below:

- Utilise existing groups set up to involve and engage with tenants (Service user groups, Local Housing Forums and Housing Management Board)

Further engagements / equality impact assessment on specific work activities including future policy changes and strategy development, Co-design of service improvements with tenants and leaseholders

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.

We will create a communication plan, utilising accessible forms of communication, to advise tenants of the rent decision. We will continue to signpost and refer tenants for debt and financial support. There is currently a Housing Management Board that includes council tenant representation on it to ensure strategic engagement in the work of housing and landlord services. There are also tenant forums open to all tenants that meet several times a year, which is an opportunity for residents to raise important issues. The Big Housing Conversation will continue to be used as an engagement tool with residents throughout the lifetime of the current administration.

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)

There are no proposals to reduce housing management services or responsive repairs, planned maintenance or investment.

Analysis demonstrates that some groups disproportionately affected by rent arrears. With above inflationary rent increases proposed for this year it's important that we:

- Promote opportunities to apply for benefits and to sign post residents to support
- Monitor the impact of the rent increase and its impact of younger people and Black, Asian and Minority Ethnic communities and women.

Our Asset Management Strategy has an EQIA in place to mitigate against negative impacts in relation to our investment decisions. We complete EQIAs before procuring each of the major refurbishment projects, and when reviewing our standards and developing new approaches to investment to maximise positive impacts and mitigate against any potential adverse impacts.

PROTECTED CHARACTERISTICS

Age: Young People	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Rent Increase

Mitigations:	Monitor the impact of the rent increase. This group is also more likely to order repairs than the older generation, this proposal could benefit this equality group by improving the state of their dwelling. For 2022/23 up to £350k will be made available for council tenants in financial crisis, with applications managed through the council's Local Housing Crisis Prevention fund.
Age: Older People	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Rent increase We know people in this age group may be receive a pension that should increase with the rate of inflation.
Mitigations:	Promote opportunities to apply for benefits and to sign post residents to support.
Disability	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Monitor the impact of the rent increase. Partially sighted tenants are more likely to request repairs to their property. For 2022/23 up to £350k will be made available for council tenants in financial crisis, with applications managed through the council's Local Housing Crisis Prevention fund.
Mitigations:	This group is also more likely to order repairs, this proposal could benefit this equality group by improving the state of their dwelling. Additional funds have also been allocated to the adaptations service to assist with keeping up to date with delivery.
Sex	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Rent increase Women are more likely to be rent arrears - the impact of the rent increase.
Mitigations:	Promote opportunities to apply for benefits and to sign post residents to support, and staggered payments options. For 2022/23 up to £350k will be made available for council tenants in financial crisis, with applications managed through the council's Local Housing Crisis Prevention fund.
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Rent increase
Mitigations:	Promote opportunities to apply for benefits and to sign post residents to support, and staggered payments options. For 2022/23 up to £350k will be made available for council tenants in financial crisis, with applications managed through the council's Local Housing Crisis Prevention fund.
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	We do not have the data for the group however, we should be mindful that women may be on maternity leave a rent increase could adversely affect this group.
Mitigations:	Promote opportunities to apply for benefits and to sign post residents to support, and staggered payment options. For 2022/23 up to £350k will be made available for council tenants in financial crisis, with applications managed through the council's Local Housing Crisis Prevention fund.
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	We do not have the data for the group
Mitigations:	
Race	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Rent Increase- Black, Asian and Minority Ethnic tenants are more likely to be rent arrears - the impact of the rent increase. Mixed race tenants are more likely not to be satisfied with the state of repair than other groups. This proposal could benefit this equality group.
Mitigations:	Promote opportunities to apply for benefits and to sign post residents to support, and staggered payment options.
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	We do not have the data for the group however we should be mindful that we have a high number of the Somali community who will be adversely affected by the rent increase.
Mitigations:	Promote opportunities to apply for benefits and to sign post residents to support, and staggered payment options. For 2022/23 up to £350k will be made available for council

	tenants in financial crisis, with applications managed through the council's Local Housing Crisis Prevention fund.
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	We do not have the data for the group however, some women may be pregnant and on maternity leave at this time and would therefore be affected by the rent increase.
Mitigations:	
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Women, some minority groups are more likely to be rent arrears - the impact of the rent increase.
Mitigations:	Promote opportunities to apply for benefits and to sign post residents to support, and staggered payments. For 2022/23 up to £350k will be made available for council tenants in financial crisis, with applications managed through the council's Local Housing Crisis Prevention fund.
Carers	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Other groups [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

This proposal does have some benefits for our tenants in the following ways:

- **Repair & Investment:** continue to focus on our priorities previously identified by tenants including providing warm and reducing fuel poverty, ensuring homes are safe and on key elements such as kitchens. This benefits older and disabled tenants for whom the cold may be a particular issue, and recognises that many of the protected characteristic groups are more likely to live below the poverty line.
- **New Homes:** Women, Black and minority ethnic people, and disabled households are overrepresented as both household seeking homelessness prevention advice and on the housing register. Addressing housing needs by providing more homes is therefore beneficial in addressing inequalities. In addition new homes bring in a new income stream, safeguarding future income and service provision for all tenants.
- **Service provision:** continue to focus on provision of low cost housing that supports tenants and focusses services on the most vulnerable whilst considering impacts on estates and neighbourhoods.
- **Procurement of Contractors:** The city council tendering process will assess potential contractors on a range of factors including how they bring social value and the level of customer care offered.

We are also mindful that because disabled, and Black, Asian and Minority ethnic communities are over represented in seeking homelessness prevention advice, on the housing register and particularly they are more likely to be in rent arrears this proposal may not be promoting equality of opportunity and therefore we need to ensure that outlined mitigations and actions plans are carried through.

There will be opportunities throughout 2022/23 to engage further with tenants to explore standards and opportunities to shape our longer term vision and priorities for utilising Housing Revenue Account income.

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:
For tenants who are in rent areas this proposal will influence their current debt situation. We will be mindful that support should be put in place for those who have been identified as having existing arrears and help from appropriate services will be forthcoming.
Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:
The equalities impact assessment has reinforced existing knowledge that service provision is not always able to respond flexibly and effectively to the different needs of groups with protected characteristics. Focussing on maximising income, improving services and increasing the provision of homes is a targeted approach to addressing inequalities.

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
Maximise rental income to enable future improvements. Delivered through improving the service and implementation of new technology such as rent sense and voice scape. These will require a further EqiA.	Fiona Lester	March 2023
Identify homes that are poor performing (require high levels of future investment and/or have low levels of tenant satisfaction) and carry out option appraisal regarding their future.	Gillian Durden	March 2023
We do not have data for tenants with the following protected characteristic: gender reassignment, pregnancy and maternity, religion & belief, sexual orientation and marriage and civil partnership. We will endeavour to collect this information for subsequent surveys to understand the demographics of our tenants.	Sarah Spicer	March 2023

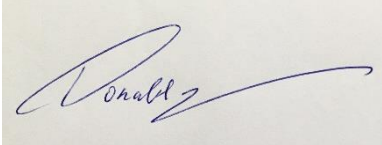
4.3 How will the impact of your proposal and actions be measured?

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.

- Key Performance Indicators will be used to monitor the contractor's performance.
- Monitor the complaints and identify systemic failures
- Continue to collect asset intelligence, proactive surveys, identify urgent priorities, assess information and feed into investment plan to ensure we have good sound knowledge and data of our homes.
- Carry out ongoing equalities monitoring and impact assessments for specific projects.
- Levels of rent arrears, have they increased and for which equality group, and in relation to housing register demographics

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 Director¹.

Equality and Inclusion Team Review: Reviewed by the Equality and Inclusion Team	Director Sign-Off: Donald Graham, Director Housing and Landlord Services 
Date: 6 January 2022	Date: 06/01/2021

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

Eco Impact Checklist

Title of report: HRA Housing Investment Plan 22/23

Report author: Jonathan Williams

Anticipated date of key decision Cabinet 18th January 2022.

Summary of proposals: This cabinet report sets out the proposals for the 22/23 Housing Revenue Account (HRA) Housing Investment Plan budget to enable the HRA to deliver its essential repairs, maintenance, and improvements to the housing stock.

Will the proposal impact on...	Yes/ +ive or No -ive		If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Yes	+ve	<p>A number of the proposals contained within this budget such as installing loft and cavity wall insulation and tackling poor heating systems will reduce emissions.</p> <p>Vehicle use associated with works will generate emissions</p>	<p>A budget is included for Retrofit Pilots, to explore how properties can be retrofitted to improve energy and water performance and reduce carbon emissions.</p> <p>Suppliers will be asked whether they can use electric or low emission vehicles for carrying out this work, as well as using suitable vehicles efficiently (e.g. suitable timing, routing, speed, number of journeys and zoning of teams).</p>
		-ve	<p>Generator or other power use associated with works will generate emissions</p>	<p>Suppliers will be asked to use the lowest emission options wherever possible.</p>
		-ve	<p>There will be embodied emissions from the materials and products used</p>	<p>Suppliers will be asked if they can provide Environmental Product Descriptions (EPDs) and Life Cycle Analyses (LCAs) to establish the carbon impact of products or materials to establish whether there are lower impact options available that would meet requirements. EPDs and LCAs are not available for all products.</p>
Bristol's resilience to the effects of climate change?	Yes	+ive	<p>See improvements to energy efficiency (under the Emissions of Climate Changing Gases) and water efficiency (under Resources). These will improve Bristol's resilience to fuel scarcity and drought.</p> <p>Some HRA properties will be located in flood risk areas.</p>	<p>The Bristol Flood Risk Management portal will be used to identify sites at risk of flooding and flood risk measures will be considered.</p>

			Some HRA properties will be at risk of overheating during periods of extreme weather.	The council's Heat Vulnerability Mapping portal will be used to identify sites at risk of overheating.
Consumption of non-renewable resources?		-ive	Fossil fuels and other non-renewable materials and products will be used in the works delivered by these budget proposals.	<p>Materials will be BRE Green Guide A or B rated materials and products unless there are significant technical or financial reasons why this cannot be achieved. Equivalent ranking schemes will be considered.</p> <p>All timber and wood-derived products for supply or use in performance of the works delivered under this budget must be from independently verifiable legal and sustainable sources as defined by UK Government guidance.</p> <p>Durable, renewable, recycled and recyclable materials and components will be specified where appropriate.</p> <p>Equipment will be re-used and upgraded wherever reasonably practicable to reduce the demand for materials provide replacements.</p> <p>Responsive repairs volumes will be monitored to ensure maintenance and replacement cycles are at an appropriate level.</p>
		+ive	Improvements to energy efficiency will improve Bristol's resilience to fuel scarcity and reduce fossil fuel consumption.	Energy efficient products will be specified where appropriate.
		+ive	Improvements to water efficiency through new bathrooms will improve Bristol's resilience to drought.	Water efficient products such as showers, dual flush toilets and low flow taps will be specified where appropriate.
Production, recycling or disposal of waste		-ive	Waste will arise during the delivery of the works delivered by this budget.	<p>Contractors and Direct Labour will be required to take responsibility for their waste, including adhering to the waste duty of care and waste hierarchy by:</p> <ul style="list-style-type: none"> • Reducing waste • Reusing waste where legal and practicable • Using products which are readily recyclable. • Recycling as much waste as possible <p>Hazardous wastes will be stored and disposed of in a legally compliant</p>

				<p>manner. Electrical items will be disposed on in compliance with the WEEE Regulations.</p> <p>Where appropriate contract documents will promote the recycling of scrap metal, with any income returning to Bristol City Council.</p>
The appearance of the city?	Yes	May be +ive	The 2021/22 budget contains a range of works which will help maintain the external appearance of existing Council Housing and HRA land.	<p>External maintenance works to Council Housing will aim to improve the appearance of existing council housing.</p> <p>Durable materials which maintain homes appearance will be specified where practicable.</p>
Pollution to land, water, or air?		-ive	<p>Works delivered under this budget are likely to involve the use and storage of materials that could contaminate land, watercourses and surface water drains, if accidentally released.</p> <p>Works are likely to create dust and noise.</p> <p>Transport to deliver works will create air pollution.</p>	<p>Contractors and Direct Labour will be required to work in accordance with all relevant regulatory guidance and also ensure appropriate procedures and equipment are in place to:</p> <ul style="list-style-type: none"> Securely store any potentially polluting materials and keep them away from watercourses and surface drains. Avoid washing out containers of paints, pesticides, or similar materials into drains. Ensure that drainage connections are correct, with sewage entering foul sewers, not storm drains. Minimise noise and dust. Contain any spillages. Communicate best practice. <p>Homes and Landlord Services will continue to build on previous progress made to programme works in a manner which reduces the transport impacts of staff and contractors.</p>
Wildlife and habitats?		-ive	<p>It is possible for works and construction materials associated with this budget to:</p> <ul style="list-style-type: none"> Impact upon legally protected species or habitats Impact on priority species or habitats Remove or damage trees. 	<p>Timber must be used in accordance with the above requirements.</p> <p>Where works have the potential to disturb protected species or impact upon their habitat, guidance from a suitably experienced and qualified ecological consultant will be sought and followed at the earliest opportunity.</p> <p>Any works requiring Planning Permission will be reviewed by a Council Ecologist as part of the Planning process.</p>

				<p>Wherever possible existing trees will be retained and works affecting these trees will be undertaken in accordance with “BS 5837: Trees in relation to design, demolition and construction – Recommendations”</p> <p>Consideration will be given to enhancing biodiversity with a target to achieve biodiversity net gain as part of the Asset Management Strategy. This means that HRA activities will result in more biodiversity than previously existed. This is a goal in the One City Ecological Emergency Strategy and a general duty for public authorities to conserve and enhance biodiversity was introduced by the Environment Act 2021, as was a 10% increase in biodiversity net gain for projects requiring planning permission.</p> <p>Consideration will be given to introducing a target to reduce pesticide use by at least 50% as part of the Asset Management Strategy. This is a goal in the One City Ecological Emergency Strategy</p>
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Consulted with: Response Repairs Contract Manager, Procurement Category Manager

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

The significant impacts of this proposal are...

Works delivered under this budget will result in the consumption of non-renewable resources, production of climate changing emissions and production of waste. Works also create the potential for both direct and indirect impacts on wildlife and habitats.

Some works delivered under this budget such as loft and cavity insulation have the potential for reducing consumption of fossil fuels and emissions of greenhouse gases.

The proposals include the following measures to mitigate the impacts...

The following mitigation measures will be implemented:

- Each activity under the HIP will have its own Eco Impact Assessment to identify measures to mitigate any concerns.
- A Sustainability Appraisal will be completed as part of any procurement process.
- Homes and Landlord Services will liaise with BCC’s Environmental Performance team during the development of specifications etc.
- Continuously improving asset intelligence will be used to target works where most required on housing stock.
- Consideration will be given to introducing a number of measures as part of a review of the Asset Management Strategy. These include carbon accounting and a biodiversity net gain target.

The net effects of the proposals are:

The environmental impacts of this proposal are **Page 408** positive overall.

Checklist completed by:

Name:	Jonathan Williams
Department:	Homes and Landlord Services
Extension:	0117 922 4763
Date:	20/12/2021
Verified by Environmental Performance Team	Giles Liddell, Project Manager - Environmental

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 18 January 2022

TITLE	Procurement of Collection and Enforcement Agent Services		
Ward(s)	All		
Author: Kevin Smith	Job title: Operations Manager, Revenues		
Cabinet lead: Cllr Craig Cheney (Deputy Mayor and Cabinet member for Finance, Governance, Property and Culture)	Executive Director lead: Mike Jackson, Executive Director (Resources) and Head of Paid Service		
Proposal origin: BCC Staff			
Decision maker: Mayor			
Decision forum: Cabinet			
Purpose of Report:			
1.1 To seek approval for the procurement of enforcement agent services, to include collection agent and high court enforcement, for the collection of monies owed to the Council and award of contract.			
Evidence Base:			
2.1 There is tacit understanding that the Council’s approach to debt collection must be underpinned by an ethical collection approach to transform collection activity. This approach continues to be trialled in the Revenues service, with omni channel communication strategies and local outreach work being utilised to break down communication barriers, thereby ensuring that local customers who are financially vulnerable receive targeted support to enable them to break the circle of debt to, in turn, improve their mental health and wellbeing.			
2.2 The Council has a range of options open to them when they decide to take further action following a missed instalment, for example depending on the specific circumstances, making an attachment of earnings or a deduction from benefits can be an effective way for residents who fall into arrears to repay debt over a sustainable period. Where possible, the Council should seek to use these options before taking other action, such as referring a case to enforcement agents.			
2.3 Whilst understanding that the Council is on a pathway to ‘transform debt’ through the wider utilisation of ethical debt collection initiatives, there will be a need for some enforcement activity where previous efforts to engage with a customer have not succeeded, for those who ‘won’t pay’ rather than ‘can’t pay’ or in cases involving persistent non-payers. Our ongoing work with third sector advice agencies and our partnership with the Money and Pensions Service continues to minimise the number of cases that need to be referred to collection or enforcement agents for collection.			
2.4 The Council currently employs Enforcement Agent Companies to assist in the recovery of unpaid council tax, business rates, business improvement district levy, commercial rent, Parking Services related debt and sundry debt. The current service level agreements in place for all debt types excluding Parking have been in place since 2014, have been extended to ensure the service is maintained and contracts can be aligned. Parking Services current contract ends on 30 April 2022.			
2.5 Enforcement Agents collect their fees, which are now laid down in legislation, from the debtors who owe the outstanding amounts. In relation to the Council’s contracts the fees collected by Enforcement Agents and High			

Court Enforcement Officers can be in the region of £500,000 per annum per company. The last full year for which data is available pre COVID-19 (the financial year 2019/20) shows that 23,876 referrals were made to enforcement agents and total fees retained by enforcement agents across all debt types was £1.78m. Most of these fees, 66% (£1.17million), related to Parking Services activity. This compares to a total of £0.069m for all debt types and cases issued during 2020/21 of which 100% related to Parking Services activity.

- 2.6 The Council has not instructed High Court Enforcement Officers in the previous five years but if they were instructed, they would collect their fees, again which are laid down in legislation, from the debtors who owe the outstanding amounts.
- 2.7 Where enforcement agents act as Collection Agents there are no statutory fees payable, instead the Council pays commission on the sums collected. Commission rates vary from 10% to 20%, but at a rate of 10% would equate to a maximum of £100,000 per annum across all sundry debt income streams.
- 2.8 Enforcement Agent companies will also undertake activity such as the execution of warrants of arrest or service of legal documents for an agreed fee, the total cost of which is not expected to exceed £5,000 per annum combined.
- 2.9 In order to satisfy current legislative requirements, the Council needs to undertake a procurement process to obtain the services of at least two Enforcement Agent Companies to continue to support recovery in the aforementioned service areas. Commissioned enforcement agents are working on behalf of the Council and it is the Council's responsibility to ensure that agents work within the guidelines set by the Council and that they comply with the regulatory framework and the national standards. The Council's contracts with enforcement agents will include common standards for assessing vulnerability. Agents should be able to quickly provide the Council with information that can be used to tailor subsequent action. Such information will also allow the Council to determine whether the customer (if resident) is eligible for any benefits, discounts or exemptions that are not being claimed. The evaluating team will assess provider's commitment as part of our tender evaluation mechanism. The Council will monitor the practices of enforcement agents closely to ensure compliance with our standards.
- 2.10 Effective use of enforcement agents can also be an important way of recovering debt where the Council is satisfied that there are no other appropriate mechanisms for recovering that debt, and enforcement agents can also play an important role in identifying potential vulnerabilities. We will use enforcement agents to collect debts only where there has been no engagement from the customer or where alternative recovery options have not been successful or are not appropriate.
- 2.11 The proposal is to procure a contract for 5 years (4 years with an optional 1-year extension). The route to market will be via call off from an OJEU compliant external framework. Bidders will be influenced to include a social value proposal for evaluation and as part of any specification, suppliers will be required to have vulnerability policies and adhere to strict guidelines for the collection of debt from households that may contain children. The Council will seek advice for the guidelines from charities that work with children and debt advice services.
- 2.12 The Council has a duty to recover outstanding debts and the effective use of enforcement agents can also be an important way of recovering debt where the Council is satisfied that there are no other appropriate mechanisms for recovering that debt. Failure to procure these services will limit the ability of the Council to collect monies that are due yet remain unpaid and failure to deliver our obligation to the local taxpayer. This procurement exercise will join up enforcement activity across those service areas with a need to use collection and enforcement agents to recover unpaid monies owed to the Council and will minimise the requirement for multiple visits for different debts. In addition, this exercise will provide the headroom and option for any Council services to utilise those services procured.

Cabinet Member / Officer Recommendations:

That cabinet:

1. Authorises the Director of Finance in consultation with Deputy Mayor, Cabinet member for Finance, Governance Property and Culture, to procure and award the contract(s) necessary for enforcement agent services for a

maximum of 5 years (inclusive of the 1-year optional extension period) from 01 April 2022 within the existing budget envelope of £0.525m.

2. Authorises the Director of Finance in consultation with Deputy Mayor, Cabinet member for Finance, Governance Property and Culture to invoke any subsequent extensions / variations specifically defined in the contract(s) being awarded, up to the maximum specific service budget available for this purpose at the time.

Corporate Strategy (2018) alignment:

4.1 Procuring as outlined in this report would allow a link to the following themes:

Empowering and Caring:

- Help disadvantaged members of the community through 'help to help yourself' and 'help when you need it'.
- Supporting those who are suffering from financial distress.
- Minimising contact from multiple enforcement agents where there are multiple debts.

Well Connected:

- Improve physical and geographical connectivity, tackling congestion

Wellbeing:

- Keep Bristol on course to be run entirely on clean energy by 2050 whilst improving our environment to ensure people enjoy **cleaner air**, cleaner streets and access to parks and green spaces.

Our Organisation:

- Be responsible financial managers

Draft Corporate Strategy (2021) alignment:

4.2 Procuring as outlined in this report would allow a link to the following themes:

Theme 3 – Environment and Sustainability

- Carbon neutral – Work towards reducing emissions, helping the Council reach net zero.
- Ecological Recovery – Reduce emissions thereby allowing ecological recovery.

Theme 4 – Health, Care and Wellbeing

- Disability – making sure disabled parking bays are free for use by those in need.
- Mental Health and Wellbeing – work with partner and third sector advice agencies to ensure that those customers who are most vulnerable and who need assistance receive an appropriate level of support.
- Supporting those who are suffering from financial distress.
- Minimising contact from multiple enforcement agents where there are multiple debts.

Theme 6 – Transport and Connectivity

- Connectivity - Improve physical and geographical connectivity, tackling congestion
- Improved Bus Services – through reducing congestion.
- Safe and active Travel – by tackling congestion and prioritising traffic flow.

Theme 7 – A Development Organisation

- One Council – by procuring as one organisation.
- Good governance – by being responsible and financially competent.

City Benefits:

5.1 Income recovered provides an important proportion of the funding which enables local authorities to provide vital services including adult social care, children's services, refuse collection, and leisure facilities. The efficient collection of debt allows local authorities to consistently make this broad range of services available to the wider community.

5.2 Enforcing bus lane regulation and parking restrictions; improves bus reliability / frequency which in turn allows those without access to a car to be able to access work, shops, family and friends. Encourages motorists to switch their mode of transport from car to bus. This contributes to reducing pollution which in turn improves citizen's health and allows blue disabled badge holders to access vital services. It also assists in making pavements safer for those with visual impairments and wheelchair users.

5.3 In line with the Social Value policy, we will seek additional economic, social and environmental benefits for Bristol

when procuring this contract.

Consultation Details:

6.1 Key internal stakeholders across multiple service areas have been engaged as well, Executive Director Meetings (EDM) and Cabinet Member Briefings.

Background Documents:

<https://www.bristol.gov.uk/policies-plans-strategies/corporate-strategy>

Revenue Cost	Option up to £250k / £275k respectively	Source of Revenue Funding	General Fund – Revenue Service budget Housing Revenue Account
Capital Cost	£NIL	Source of Capital Funding	N/A
One off cost <input type="checkbox"/>	Ongoing cost <input checked="" type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

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

1. Finance Advice: The request is to procure and award contract(s) for enforcement agent services for the collection of statutory fines and sundry debts owed to the Council and some low-level additional activities. The contract(s) would be for a minimum 4 years/maximum 5 years.

Data for the full year 19/20 indicates a statutory fine total value of £1.8m p.a.

Commission on General Fund sundry debt collection is estimated (at circa 10%) to be worth £0.050m p.a.

Additional activities including the execution of warrants of arrest and the service of legal documents is estimated to be worth £0.005m p.a.

Commission on HRA sundry debt collection is estimated to be worth a further £0.050m p.a. and this provides the option for this contract to also be utilised, minimising procurement costs and impact on residents of multiple agent visits for different debt types.

Therefore, the not-to-exceed 5-year contract value is £9.525m.

Only the additional activities, total £0.105m p.a. or £0.525m over 5 years, are to be funded by BCC. The cost for these is covered by the Revenues service and HRA current annual budget envelope as detailed above.

Finance Business Partner: Jemma Prince, Finance Business Partner – 05 January 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/Solicitor – 05 January 2022

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

IT Team Leader: Simon Oliver, Director – Digital Transformation – 06 December 2021

4. HR Advice: This is a potential service provision change and may result in TUPE Regulations applying. Unless the service is brought back in-house, it is a matter between the incumbent and new contractor, who will need to assess the current service and then consider if the new service is fundamentally the same and those employees who are specifically assigned to it. Under TUPE Regulations, those employees who then benefit from employment protection.

HR Partner: James Brereton (HR Business Partner) – 07 December 2021

EDM (Res) Sign-off	Mike Jackson	10 Nov 2021
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EDM (G&R) Sign-off	Donald Graham	10 Nov 2021
Cabinet Member (Finance, Governance, Property and Culture) Sign-off	Cllr Craig Cheney	18 Nov 2021
For Key Decisions - Mayor's Office Sign-off	Mayor's Office	20 Dec 2021

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

Eco Impact Checklist

Title of report: Procurement of Collection and Enforcement Agent Services				
Report author: Kevin Smith				
Anticipated date of key decision: Jan 2022 Cabinet				
Summary of proposals: Introduce a Corporate Debt Management 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?	Y	-ive	Use of vehicles and subsequent emissions with visits to customers.	Ensure active travel or 'green' vehicles are used wherever possible with a focus on electric vehicles.
Bristol's resilience to the effects of climate change?	N			
Consumption of non-renewable resources?	N			
Production, recycling or disposal of waste	N			
The appearance of the city?	N			
Pollution to land, water, or air?	Y	-ive	Use of vehicles and subsequent emissions with visits to customers.	Ensure active travel or 'green' vehicles are used wherever possible with a focus on electric vehicles.
Wildlife and habitats?	N			
Consulted with:				
Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u>				
There are no significant impacts of this proposal.				
The proposal includes promotion of active travel or use of green vehicles for carrying out customer visits to mitigate the impacts on emissions and air pollution.				
The net effects of the proposals are negative but not significant.				
Checklist completed by:				
Name:		Kevin Smith		
Dept.:		Revenue		
Extension:				
Date:		20.10.21		
Verified by Environmental Performance Team		Daniel Shelton 20.10.21		

Equality Impact Assessment [version 2.9]



Title: Enforcement Agent Services	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input checked="" type="checkbox"/> Other [please state] Procurement	<input type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: All (excluding Housing and Landlord Services)	Lead Officer name: Kevin Smith
Service Area: Revenues	Lead Officer role: Revenues Operations Manager

Step 1: What do we want to do?

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

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

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

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

The Council has a requirement to be able to arrange for recovery of unpaid sums and sometimes uses the services of Enforcement Agents (who also act as collection Agents and High Court Enforcement Officers) to carry out this function subject to the prerequisite legal authority to do so. They are also used for process serving and execution of arrest warrants where required.
This procurement exercise is being run to re-procure such services on behalf of the Council.

1.2 Who will the proposal have the potential to affect?

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

1.3 Will the proposal have an equality impact?

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

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

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

<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	[please select]
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This procurement exercise has the potential to impact on health and standard of living due to the effect of the collection activity being undertaken to recover unpaid sums owed to the Council.

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														
Indices of deprivation	Level of deprivation														
Quality of Life in Bristol 2020-2021: % who find it difficult to manage financially	<p>Citizens in more deprived areas are more likely to be financially disadvantaged so are potentially more at risk of enforcement action.</p> <p>The implementation of the corporate debt policy aims to reduce the number of cases being sent to enforcement agents for collection activity wherever possible. It is acknowledged that a failure to engage by citizens may lead to increased enforcement action so there is a focus on local outreach activity in an attempt to engage and make appropriate arrangements.</p> <p>There will however always be those citizens who will not engage and will unfortunately receive a visit from an enforcement agent which may result in goods being seized.</p>														
Quality of Life 2020-21 — Open Data Bristol	<table border="1"> <thead> <tr> <th>Quality of Life Indicator</th> <th>% who find it difficult to manage financially</th> </tr> <tr> <th>Characteristic</th> <th>% Percentage</th> </tr> </thead> <tbody> <tr> <td>16 to 24 years</td> <td>13.8</td> </tr> <tr> <td>50 years and older</td> <td>5.5</td> </tr> <tr> <td>65 years and older</td> <td>3.7</td> </tr> <tr> <td>Female</td> <td>7.6</td> </tr> <tr> <td>Male</td> <td>5.9</td> </tr> </tbody> </table>	Quality of Life Indicator	% who find it difficult to manage financially	Characteristic	% Percentage	16 to 24 years	13.8	50 years and older	5.5	65 years and older	3.7	Female	7.6	Male	5.9
Quality of Life Indicator	% who find it difficult to manage financially														
Characteristic	% Percentage														
16 to 24 years	13.8														
50 years and older	5.5														
65 years and older	3.7														
Female	7.6														
Male	5.9														

	Disabled	16.0
	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
	Bristol Average	6.8

(Bristol City Council, 2021)

2017 Runnymede Report
"Bristol - a city divided?"⁸

Impact of COVID-19 on
BAME Led Businesses,
Organisations &
Communities' by the
Black South West
Network

There is evidence of economic disparity for Black, Asian and minority ethnic led business in Bristol which have been exacerbated due to COVID-19 restrictions

- Black and minority ethnic people are over-represented in low-income self-employment including taxis and takeaway restaurants which have been heavily impacted by COVID-19.
- 90% amongst all Black and minority ethnic business owners who responded to the survey indicated that they have already lost a significant amount of income.
- 67% have had to close their businesses due to COVID-19 direct impact.
- 90% of all businesses responding to survey have requested financial support.
- Almost 50% have stated they need support to apply to financial schemes.
- A little over 30% have stated they need better access to information

	<ul style="list-style-type: none"> • Access to grants limited by payable business rates – many entrepreneurs rent shared spaces. • Communication barriers - Use of post to receive letters where businesses are closed, language and IT skills. • There have been significant losses of income on top of the impact of austerity – cash-flow and liquidity are major challenges. • 64% of social enterprises are unable to deliver products and/or services to their recipients, who are high need in physical and mental health • Fundraising events being cancelled is having a huge impact on finances • 92% of Black and minority ethnic led voluntary and community organisations have responded to the survey that they expect the community needs they serve to increase due to COVID-19.
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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.

Whilst we do collect diversity monitoring for some service areas e.g. benefits, there are gaps in the available data e.g. for businesses, and also where this had not historically been required by 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.

No external engagement has been undertaken however internal stakeholders have been engaged to ensure this procurement exercise creates a joined up approach in an effort to minimise the possibility of separate visits from two or more enforcement agents on the same day for different debts.

2.5 How will engagement with stakeholders continue?

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

Engagement with internal stakeholders continues with socialisation relevant EDM's and with *relevant* Cabinet members .

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)

Acknowledging that not all debts will be owed by citizens of Bristol there is the potential for a wider impact nationally which is it is difficult to detail but the aim will be to appoint professional Enforcement Agents with a history of low complaints, good customer service, engagement with the third sector and who have specialised teams to deal with vulnerable customers.

As part of any agreement we will ensure that where temporary or permanent vulnerability is identified that recovery action is suspended for an agreed period or terminated with the case being returned to the Council for further investigation. This may include local outreach work or home visits depending upon the nature of the vulnerability and the location of the citizen.

The procurement is indiscriminate and will affect all citizens equally although we acknowledge that some protected characteristic groups may be more susceptible to financial vulnerability or deprivation.

The provider will be required to demonstrate through procurement and ongoing quality assurance that they will operate in accordance with the Equality Act 2010 and the s.149 Public Sector Equality Duty including as an employer that equality of opportunity integral to vacancy advertising, recruitment, retention, promotion, training and grievances; and that services will be regularly tailored and regularly reviewed to meet the needs of Bristol's diverse populations.

PROTECTED CHARACTERISTICS

Age: Young People	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Young people aged under 25 are more likely to find it difficult to manage financially than average (Quality of Life in Bristol Survey)
Mitigations:	Implementation of a Corporate Debt Management Policy and ethical approach to debt recovery will hopefully reduce the number of cases needing to be sent to enforcement agents but also allow for increased engagement prior to referral, including local outreach work to encourage financial awareness, ensuring that welfare benefit take up

	is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.
Age: Older People	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Age UK sets out the realities of living on a low fixed income in retirement; the coping strategies that older people have developed in order to manage; and the intense difficulties they face in trying to meet the additional, unavoidable costs of ageing which present big, daily challenges for them yet are often overlooked by policymakers (Age UK, 2019).
Mitigations:	Implementation of a Corporate Debt Management Policy and ethical approach to debt recovery will hopefully reduce the number of cases needing to be sent to enforcement agents but also allow for increased engagement prior to referral, including local outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.
Disability	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Disabled people are more likely to find it difficult to manage financially than average (Quality of Life in Bristol Survey) Disabled people are likely to need information indifferent formats to ensure they receive a service of a similar standard to other people. People with neurological differences including Dyspraxia, Dyslexia, ADHD, Dyscalculia, Autism, or Tourette Syndrome etc. may require adjustments 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.
Mitigations:	We will ensure that all communication is in Plain English including advice on how to request information in different format / translations. Implementation of a Corporate Debt Management Policy and ethical approach to debt recovery will hopefully reduce the number of cases needing to be sent to enforcement agents but also allow for increased engagement prior to referral, including local outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen. The appointed enforcement agents will provide a choice of alternative payment methods which should be convenient for the customer including debit or credit card transaction (allowing payments to be made 24 hours a day, 7 days a week using the automated telephone line or internet facilities), standing order, cheque and cash.
Sex	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Single parents are more likely to have lost hours and to have lost income in recent months. They are more likely both to have been furloughed, and to have lost their jobs – with a risk that the single parent employment gap has widened as a result of the pandemic. Given the greater impact on their employment, single parents are also more likely to be struggling financially and to be concerned about their future finances (Dromey, Dewar, & Finnegan, 2021).
Mitigations:	Implementation of a Corporate Debt Management Policy and ethical approach to debt recovery will hopefully reduce the number of cases needing to be sent to enforcement agents but also allow for increased engagement prior to referral, including local outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

Potential impacts:	
Mitigations:	
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	The move onto statutory maternity pay can reduce income levels significantly thereby increasing financial vulnerability and / or distress.
Mitigations:	Implementation of a Corporate Debt Management Policy and ethical approach to debt recovery will hopefully reduce the number of cases needing to be sent to enforcement agents but also allow for increased engagement prior to referral, including local outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Race	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	See above: There is evidence of economic disparity for Black, Asian and minority ethnic led business in Bristol which have been exacerbated due to COVID-19 restrictions
Mitigations:	Implementation of a Corporate Debt Management Policy and ethical approach to debt recovery will hopefully reduce the number of cases needing to be sent to enforcement agents but also allow for increased engagement prior to referral, including local outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	See above: There is evidence of economic disparity for Black, Asian and minority ethnic led business in Bristol which have been exacerbated due to COVID-19 restrictions
Mitigations:	Implementation of a Corporate Debt Management Policy and ethical approach to debt recovery will hopefully reduce the number of cases needing to be sent to enforcement agents but also allow for increased engagement prior to referral, including local outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<p>People in Council rented (and other rented accommodation), and living in the most deprived areas of the city are more likely to find it difficult to manage financially than average (Bristol City Council, 2021).</p> <p>Positive impact: Increased engagement including local outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.</p>
Mitigations:	Implementation of a Corporate Debt Management Policy and ethical approach to debt recovery will hopefully reduce the number of cases needing to be sent to enforcement

	agents but also allow for increased engagement prior to referral, including local outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.
Carers	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Full time carers are more likely to find it difficult to manage financially than average (Quality of Life in Bristol Survey)
Mitigations:	Implementation of a Corporate Debt Management Policy and ethical approach to debt recovery will hopefully reduce the number of cases needing to be sent to enforcement agents but also allow for increased engagement prior to referral, including local outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.
Other groups [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:	<p>Asylum seekers cannot work whilst awaiting a decision leave to remain and receive limited financial support (HM Government, 2021) and may not have English as a first language and have limited understanding of rules and regulations.</p> <p>Refugees whilst able to work may not have English as a first language and have limited understanding of rules and regulations leading to financial vulnerability.</p> <p>Care leavers are a particularly vulnerable group and due to poor financial education and support prior to and on leaving care, care leavers often find themselves in debt (Become Charity, 2021)</p>
Mitigations:	<p>Care leavers can apply for a discount on their council tax which will last until their 25th birthday.</p> <p>The Council has a refugees and asylum seeker inclusion strategy (Bristol City Council, 2019).</p> <p>Implementation of a Corporate Debt Management Policy and ethical approach to debt recovery will hopefully reduce the number of cases needing to be sent to enforcement agents but also allow for increased engagement prior to referral, including local outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.</p>

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 procurement activity will deliver benefits across all sections of the wider Bristol community as it will bring together and co-ordinate the recovery of monies owed to the Council. There is no direct link to the provision of benefits to any one particular group based on one or more protected characteristic, but it is quite possible that citizens with protected characteristics may form a higher percentage of those who are affected by this procurement exercise. It is also quite possible that the local outreach work undertaken by the Council or the enforcement agents may improve the financial position who find themselves subject to recovery action.

Step 4: Impact

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

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

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

Summary of significant negative impacts and how they can be mitigated or justified:
Negative impacts are mitigated by the continued implementation of both ethical debt collection activity and the proposed corporate debt management policy.
Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:
n/a

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.

- Successful procurement exercise within budget and to deadline
- The number of complaints received from citizens regarding enforcement agents

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 Director¹.

Equality and Inclusion Team Review: <i>Reviewed by Equality and Inclusion Team</i>	Director Sign-Off: Denise Murray
Date: 20/10/2021	Date: 16 Nov 2021

¹ 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.

References

Age UK. (2019). *Struggling on - Experiences of financial hardship in later life*. London: Age UK.

Become Charity. (2021). *Living independently requires a care leaver to manage their money, pay their bills on time and live on a budget*. Retrieved from Become: <https://www.becomecharity.org.uk/care-the-facts/the-big-issues/finance/>

Bristol City Council. (2019). *Refugee and Asylum Seeker Inclusion Strategy 2019*. Bristol: Bristol City Council. Retrieved from <https://www.bristol.gov.uk/documents/20182/3188217/Refugee+Asylum+Seeker+Strategy+2019.pdf/3778a8c5-a08c-8763-c2e2-b72262c0b32c>

Bristol City Council. (2021). *Quality of Life in Bristol 2020-21*. Bristol City Council.

Dromey, J., Dewar, L., & Finnegan, J. (2021). *Tackling single parent poverty after coronavirus*. Learning and Work Institute.

HM Government. (2021). *Asylum support*. Retrieved from Gov.uk: <https://www.gov.uk/asylum-support/what-youll-get>

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 18 January 2022

TITLE	Corporate Debt Management Policy		
Ward(s)	All		
Author: Kevin Smith	Job title: Operations Manager, Revenues		
Cabinet lead: Cllr Craig Cheney (Deputy Mayor and Cabinet member for Finance, Governance, Property and Culture)	Executive Director lead: Mike Jackson, Executive Director (Resources) and Head of Paid Service		
Proposal origin: BCC Staff			
Decision maker: Mayor			
Decision forum: Cabinet			
Purpose of Report:			
1.1 To seek approval for the implementation of a corporate debt management policy, for the efficient and effective collection of all monies owed to the Council.			
Evidence Base:			
2.1 The Council is required to pursue recovery from individuals and commercial organisations owing money to the Council but who have not met their payment obligations. An agreed, clear and transparent policy of how the Council manages and collects debts is considered a key element in ensuring consistency, sensitivity and best practice. Although working procedures are well established in most areas, the Council does not currently have a formal policy in place that details the approach to raising of debt, the collection procedures carried out and the action taken to recover unpaid debts.			
2.2 The Corporate Debt Management Policy, as set out in Appendix A provides a framework for all types of debt owed to the Council. It has primarily been developed to adopt best practice, ensuring that all monies due to the Council are collected in an appropriate manner, using an ethical approach. At the same time, it also provides an opportunity to formalise, into a single policy, other well-established procedures and regulations.			
2.3 The Council will always seek to recover monies outstanding in respect of debts owed through the use of the most cost effective and efficient methods and will attempt to recover amounts due as quickly as is practicably possible in order to minimise the risk to the reputation of the Council and its financial wellbeing and avoid the potential for “bad debts”.			
2.4 The Council also has wide ranging social responsibilities and specific arrangements are required to ensure that all client groups are dealt with fairly and appropriately. The policy sets out how the council will approach debt recovery, having regard to minimising arrears whilst, at the same time, not causing undue hardship or consequences to the debtor as a result of the overall approach to a multiple debt			
2.5 The following areas have been incorporated into the Policy:			
<ul style="list-style-type: none"> • Improved standards for issuing invoices • More efficient recovery processes to collect unpaid charges • Improved standards for resolving invoice disputes 			

- Clearly defined recovery routes for low and high value debts
- Protocols to support write off of bad debt
- Protection for our most vulnerable citizens

2.6 The policy has been developed to introduce a clear set of standards to harmonise debt collection activity across the Council. A small investment will be required to improve our systems and processes and implementation of a single view of the customer ICT solution in preparation for the implementation of this policy in April 2022. This will be funded through the reserve earmarked for the implementation of ethical debt approach. Local outreach work will be expanded within the existing service budgets.

2.7 It is anticipated that the process improvements, single view of the debt, additional local outreach work and engagement with the customer will improve the overall bad debt position and level of write offs required, this will mitigate in year adverse cash balances that could result from a more ethical approach. The policy will be subject to biennial reviews and the actual financial income position against budgets will be closely monitored and debt and write off levels reported periodically to the Councils Audit Committee.

2.8 Following engagement with Members and Audit Committee the following sections of the draft Policy have been amended or inserted: 5.7, 7.8, 7.9, 8.1, 9.6, appendix 1: section 6, new appendix 4, appendix 5: 'Recovery Options' heading and recovery options for unpaid domestic rent.

Cabinet Member / Officer Recommendations:

That cabinet:

- Approve the Corporate Debt Management Policy attached at Appendix A
- Authorise the Director of Finance in consultation with Deputy Mayor, Cabinet member for Finance, Governance Property and Culture, to draw down and spend up to £300k from the Ethical Debt earmarked reserve to implement the policy.

Corporate Strategy alignment:

Implementing the Policy as outlined in this report would allow a link to the following themes:

4.1 Empowering and Caring:

- Help disadvantaged members of the community through 'help to help yourself' and 'help when you need it'.
- Supporting those who are suffering from financial distress.
- Minimising contact from multiple enforcement agents where there are multiple debts.

4.2 Our organisation:

- Be responsible financial managers and explore new commercial ideas.
- Equip our colleagues to be as productive and efficient as possible.

City Benefits:

5.1 Under the Ethical Debt (now 'Transforming Debt') project there is a drive to implement a more ethical approach to debt collection activity and also minimise the use of enforcement agents. Early engagement will minimise the number of cases that progress through to Court thereby minimising additional costs for those who may already be disadvantaged by encouraging them to obtain debt and / or money advice from a third sector advice agency such as the Money and Pension Service.

5.2 The implementation of this Policy will join up debt collection activity across those service areas who recover unpaid monies owed to the Council. This will minimise the requirement for multiple contacts from different service areas and also minimise visits by collection and enforcement agents for different debts.

Consultation Details:

6.1 Key internal stakeholders across multiple service areas have been engaged as well as socialisation at DMT, EDM, Cabinet Member Briefings and Audit Committee

Background Documents:

7.1 Bristol City Council Corporate Strategy

Revenue Cost	Up to £300k Available	Source of Revenue Funding	Ethical Debt Reserve (only if required)
Capital Cost	£ TBC	Source of Capital Funding	N/K
One off cost <input type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

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

1. Finance Advice: This report sets out a policy for corporate debt management within the Council and seeks approval for its implementation. The policy proposes an efficient and effective process of collection of monies such as Council Tax, Business Rates and other debt types in order to minimise the adverse legal consequences of non-payment of debts by supporting customers in prioritising their debts for payment.

It should be noted that there is the potential that some services within BCC, for example Parking Services, may initially report a consequent reduction in income in transitioning to a more ethical approach with a single view and reprioritisation of debt and this will need to be monitored with adjustments has appropriate across debt types. It is intended that in the longer term this policy approach will increase the Council's total income and at the same time reduce the Council's provision for and write-off of bad debt and adverse and more costly outcomes that can be triggered by debt. This policy will be revisited iteratively with this aim.

It is currently assessed that any costs linked to the implementation of this policy can be contained within current budget envelopes and where necessary one-off investment can be further supported from the Ethical Debt Reserve.

Finance Business Partner: Jemma Prince, Finance Business Partner – 29 November 2021

2. Legal Advice: Local authorities deal with the recovery of various different types of debt including non-payment of tax (for example, council tax or business rates). The enforcement methods that local authorities can use to recover outstanding debts are wide and varied, recognising that there are many different reasons for non-payment. Authorities should also be aware of the requirements for the Pre-Action Protocol for Debt Claims, which came into force on 1 October 2017. The Protocol applies to any business (including sole traders and public bodies) claiming payment of a debt from an individual (including a sole trader). Local authorities should when dealing specifically with the recovery of council tax arrears also be mindful of the existing government guidance on good practice in council tax arrears, <https://www.gov.uk/government/publications/council-tax-collection-best-practice-guidance-for-local-authorities/council-tax-collection-best-practice-guidance-for-local-authorities> (August 2021). Similar good practice will apply to business rate collection.

An agreed and transparent policy of how the Council manages and collects debts will ensure lawful debt collections processes. Having a policy will also ensure consistency and fair treatment of debtors and ultimately improve the chances of successful litigation should that be necessary.

In line with our Equality and Inclusion Policy & Strategy 2018-2023, an Equalities Impact Assessment should be 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. The policy should set out the aims and objectives in Plain English.

Once the policy has been approved it must be adhered to ensure that any court action (which should be a last resort) is successful.

Legal Team Leader: Anne Nugent, Team Leader – 10 January 2022

3. Implications on IT: The implementation of this policy does not have any direct impact on IT/Digital services. The implementation of a future 'single view of the customer ICT solution' is technically available utilising the Council's Data and Insights platform and CRM platforms implemented during the IT Transformation Programme. Guy Collings and Iain Godding are the key contact to commence any review work.

IT Team Leader: Simon Oliver, Director - Digital Transformation – 18 October 2021

4. HR Advice:

While the proposed policy has no HR implications per se, the adoption and implementation of the policy may lead to the pooling of those colleagues who are concerned with the collection and management of debt, either as part of the Common Activities Programme or separately. Any staffing changes would be conducted in accordance with the Council's Managing Change Policy.

HR Partner:

James Brereton (HR Business Partner) – 18 October 2021

EDM (Res) Sign-off	Mike Jackson	10 Nov 2021
Cabinet Member (Finance, Governance, Property and Culture) sign-off	Cllr Craig Cheney	22 Nov 2021
For Key Decisions - Mayor's Office sign-off	Mayor's Office	7 January 2022

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

Corporate Debt Management Policy

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1. Purpose

- 1.1.** Bristol City Council (the council) has both a legal duty and a responsibility to the people of Bristol to ensure effective income management and that the income due to the council is paid promptly to support the delivery of council services.
- 1.2.** This Corporate Debt Policy aims to promote and support proper and equitable debt management processes for all major sources of income owed to the council and to ensure the council minimises debt and maximises rates of collection. The council must ensure that all collection processes comply with the relevant legislation (see appendix 2), and the policy has been written to ensure that in doing so, the council's processes are fair to everyone, and that where recovery action is necessary, the council is consistent in its approach and assists customers who experience financial difficulty.

2. Objective

- 2.1.** The policy has the following key objectives:
 - To maximise the level of income collected through accurate and timely billing and effective recovery processes
 - To ensure that debts are managed consistently and in line with the relevant legislation, best practice, and ethical collection activities
 - To help customers repay sums owed in a sustainable way and avoid future arrears
 - To proactively support and encourage engagement with our customers
 - To treat customers fairly, ensure individuals' financial circumstances, where known, are considered on a case-by-case basis and take into account the specific needs of vulnerable customers
 - To ensure due regard is given to Children's Rights under the UN Convention on the Rights of a Child in respect of the impact of debt management processes

3. Debts to which this Policy Applies

- 3.1.** This policy applies to all debts and income due to the Council including but not limited to:
 - Business Rates (Non-Domestic Rates)
 - Council Tax
 - Council housing rent (including other charges, garages, and former tenants)
 - Temporary Accommodation charges (occupation and service charges)
 - Overpaid Housing Benefit
 - Commercial Property Rent and Service Charges
 - Leaseholder payments
 - Commercial and garden waste collection
 - Adult Social Care charges (residential and non-residential)
 - Penalty Charge Notices (for example Parking Fines)
 - Recovery of enforcement costs following works in default
 - Business Improvement District Levy (Council act as billing and collection agent to the BID company)
 - Charges for discretionary services or any money due to the Council under terms of an agreement to pay for goods, services, or property
 - Sundry Debts (including licensing, statutory notices, sundry rents, subscriptions, any other miscellaneous debts)

4. Delivering the Policy

- 4.1.** Delivering the policy involves several processes which are common to all debt types and explained in more detail below:
 - Raising invoices, bills, and charge notices

- Methods of payment
- Collection and recovery
- Social inclusion and vulnerability
- Priority debt
- Refunds
- Bad debt provision
- Writing off debts

What We Will Do

5. Raising Invoices, Bills and Charge Notices

- 5.1.** The council recognises that prompt invoicing and billing is important in reducing the debt burden. Invoices, bills, and charge notices must be correctly addressed, including postcode, to the person who is liable to pay, with charges applied in accordance with the relevant legislative requirements and any available entitlement to reliefs, exemptions and discounts identified.
- 5.2.** Invoices should be raised within 10 working days of delivering the goods or service or of the commencement of the period where the service being delivered is covered. The invoice will be sent via email wherever possible and to this end the relevant service is responsible for obtaining an email address at the point of agreeing to provide goods or services.
- 5.3.** The council will produce clear bills in plain English:
- calculated accurately at the point of issue
 - addressed to the person who is liable to pay
 - showing what the bill is for and the period of liability
 - detailing the amount due and, where appropriate, the instalment amounts and payment due dates
 - advising where and how to make a payment or deduction from earnings or benefit
- 5.4.** It is important that clear and prompt information is provided, and a range of communication services are available to customers upon request, including:
- Translation and interpretation services if English is not the first language
 - Sign language interpreters and other support for those who are deaf or have impaired hearing
 - Documents in alternative formats, for example Easy Read, Braille, large print, audio, and disc
 - Other options tailored to meet specific individual needs
- 5.5.** The council will:
- Respond quickly to changes in circumstances and applications for exemptions, discounts, rebates, and reliefs
 - Be a contact point for enquiries - including e-mail and website enquiries
- 5.6.** Alternative invoicing or billing arrangements, such as monthly or quarterly, will be acceptable upon agreement with the customer or because of contractual arrangements.
- 5.7.** There is additional information contained in appendix 4 which relates to the responsibilities of residents of Council properties.

6. Methods of Payment

- 6.1.** The council is committed to making it as easy as possible for the customer to pay and a range of flexible, convenient, and modern methods of payment are offered. Where payment can be made before a service is provided a payment can be taken in advance, ensuring that no debt is raised.

- 6.2. Where services are used over a period of time, the council will use the most effective billing methodology such as periodic invoicing or setting up accounts to enable regular standardised payment options to be implemented based on expected service usage, followed by variation adjustments at appropriate intervals. The council will consider an instalment arrangement for certain debts. These options are not universal to all debt types and therefore will be subject to system capability.
- 6.3. Direct Debit (where feasible) is the council's preferred payment method and should always be promoted as this is the cheapest and most effective method of payment to administer. Where a customer is unable to pay by Direct Debit or where this method is not appropriate (for example for a 'one off' bill) we will provide a choice of alternative payment methods which should be convenient for the customer and cost effective for the council.
- 6.4. Alternatives currently include debit or credit card transaction (allowing payments to be made 24 hours a day, 7 days a week using the automated telephone line or internet facilities), Standing Order, cheque, and cash at PayPoint or Post Office. Other payment options including text payments are being investigated and may be introduced at a future date.

7. Collection and Recovery

- 7.1. Customers are proactively encouraged to make contact to discuss their situation and the options available to them to make payment before any necessary recovery and enforcement action is taken.
- 7.2. Customers will receive appropriate assistance, guidance and support through debt management and benefit advice. We will ensure that mutually agreed repayment arrangements are affordable and sustainable, and, that the customer understands the options available that will minimise costs and avoid accruing unnecessary debt in the future.
- 7.3. We recognise that causes of debt vary and recovery methods should be focused accordingly. Therefore, wherever possible debt will be categorised to help focus the use of resources and concentrate action on those who won't pay rather than those who can't pay. The council's approach in collecting and recovering outstanding monies will be proportionate, consistent, transparent, firm, fair and courteous.
- **Proportionality** - allows for a balance to be struck between the potential loss of income to the council and the costs of compliance.
 - **Consistency** – in this context means taking a similar approach in similar circumstances to achieve similar ends. The council aims to achieve consistency in:
 - The advice the Council gives
 - The use of its powers
 - The recovery procedures used

The council recognises that consistency does not mean simple uniformity; officers need to take account of many variables such as, but not limited to:

- The personal circumstances of the customer and their household
 - The customer's payment history
 - The customer's ability to pay
 - The sustainability of payments
 - Consideration is given to financial safeguarding through Department for Work and Pensions appointees and / or Court of Protection property and affairs deputyship
- **Transparency** - is important in maintaining public confidence. It means helping people to

understand what is expected of them and what they should expect from the Council. It also means clearly explaining the reasons for taking any recovery and enforcement action and the timescales involved.

- **Firm, fair and courteous** - the Equality Act will be taken into account, communications should be in plain English and large print, Braille or translated versions will be made available to customers upon request. Council staff and agents will be aware and respectful of the diverse cultures within Bristol and an opportunity must be given to discuss what is required to comply with the law before formal recovery action is taken.
- 7.4. The recovery process for each type of debt covered by this policy is shown in appendix 5, acknowledging that there may be occasions where there is deviation from the usual process and that it is not possible to list all eventualities. The collection of income in respect of invoices raised will follow a standard course, which fully documents the efforts made to settle the debt. It is recognised that certain debts will have a regulated period for recovery. A written explanation will be given of any rights of appeal against formal recovery action either before or at the time the action is taken.
- 7.5. The council recognises that prompt recovery action is key to managing its debt and maximising income. The council therefore aims to:
- Have clear written recovery procedures
 - Regularly monitor the level and age of debt
 - Regularly review irrecoverable debts for write-off
- 7.6. The council will ensure that procedures are in place to identify customers who are experiencing financial difficulties at an early stage. Data sharing across the debt streams covered in this policy will enable early intervention to work with and help the customer. Professional safeguarding referrals will be made where appropriate (see www.bristol.gov.uk/social-care-health/report-suspected-abuse).
- 7.7. The council will follow a fair and proportionate recovery and enforcement process and give due consideration to vulnerability (see Section 9 - Social Inclusion and Vulnerability), we will:
- Support residents and businesses to prevent problematic debt accruing and wherever possible to improve their cashflow
 - Differentiate between those who can't pay and those who won't pay through a combination of available data and our local outreach work to determine the most effective method of debt recovery
 - Seek to recover any amounts owed from the estate of deceased customers unless the deceased has left no estate
 - Identify where the customer has moved to a new house or 'gone away' without providing a forwarding address and make every attempt to locate the individual where procedures allow. Action taken will be proportionate to the level of debt involved (see Section 13 – Tracing Absconders)
 - Attempt to use the most appropriate and effective method of debt recovery, balancing the need for repayment against the circumstances of the customer, affordability of repayment and their obligations to the Council and other outstanding priority debts
 - Seek to charge and recover from the customer (where legislation permits), all appropriate costs or fees arising from the management of the debt. Only in exceptional cases, where it would not be in the public interest to pursue costs or fees, will they be waived
- 7.8. All debts will be taken into consideration when referring the debt for legal recovery. It is crucial that, where the Council use enforcement agents, we do so effectively and considerately, recognising that the use of enforcement agents will add further cost to the customer's bill. The Council has a range of options open to us before we decide to take further action following a missed payment. Depending on the specific circumstances, making an attachment of earnings or a deduction from benefits can be an effective way for residents who fall into arrears to repay debt over a sustainable period. Where

possible, the Council will seek to use these options before taking other action, such as referring a case to enforcement agents.

- 7.9.** Effective use of enforcement agents can also be an important way of recovering debt where the Council is satisfied that there are no other appropriate mechanisms for recovering that debt, and enforcement agents can also play an important role in identifying potential vulnerabilities. We will use enforcement agents to collect debts only where there has been no engagement from the customer or where alternative recovery options have not been successful or are not appropriate. The Council will monitor their practice closely to ensure compliance with our standards and agents should be able to quickly identify vulnerability, referring these cases back to the Council and provide the Council with information that can be used to tailor subsequent action.
- 7.10.** These actions will minimise the level of debt written off, maximising potential income, and contribute towards a strong foundation for the achievement of corporate objectives. When a debt is deemed to be non-recoverable, it will be done at the earliest possible opportunity and dealt with in accordance with the council's financial procedures and policies (see appendix 1 – Debt Write Offs).
- 7.11.** Where a customer lives (and if a business their primary trading address) is outside of the greater Bristol area (generally the area defined by postcodes in the 'BS 1-16' range) it may not be possible to undertake the full range of activities detailed.

8. Breathing Space (The Debt Respite Scheme)

- 8.1.** The Government introduced new legislation on 4 May 2021 called The Debt Respite Scheme (Breathing Space Moratorium and Mental Health Crisis Moratorium) (England and Wales) Regulations 2020, the core principles being:
- To provide legal protection for individuals in problem debt
 - Normal Breathing Space Moratorium that will last for 60 days
 - The Mental Health Breathing Space Moratorium to last as long as the individual is receiving mental health crisis treatment
 - Requirement for creditors to cease action on qualifying debts
 - Requirement for creditors to conduct a reasonable search for all debts owed by the customer

There are two types of breathing space: a standard breathing space and a mental health crisis breathing space.

1. A standard breathing space is available to anyone with problem debt. It gives the customer legal protections from creditor action for up to 60 days. The protections include pausing most enforcement action and contact from creditors and freezing most interest and charges on debts.
2. A mental health crisis breathing space is only available to a customer who is receiving mental health crisis treatment. If an Approved Mental Health Professional (AMHP) certifies a customer is in mental health crisis treatment, the customer or someone else can ask for a mental health crisis breathing space on the customer's behalf. The mental health crisis breathing space has some stronger protections than the standard breathing space. It lasts as long as the customer's mental health crisis treatment, plus 30 days (no matter how long the crisis treatment lasts). For these purposes, 'receiving mental health crisis treatment' means that the individual:
 - has been detained in hospital for assessment or treatment (including under part 3 of the Mental Health Act 1983);
 - has been removed to a place of safety by a police constable; or
 - is receiving any other crisis, emergency or acute care or treatment in hospital or in the community from a specialist mental health service in relation to a mental disorder of a serious nature. This can include services offered by community mental health services and crisis houses.

- 8.2.** The Revenue Service will be the council's point of contact and will be responsible for liaising with

the debt advisor and communicating the Breathing Space notification to Services. Services will be required to undertake a search for any additional debts not listed and provide details to the Revenue Service.

- 8.3. The full legislation and guidance can be found using the following links: [Debt Respite Scheme \(Breathing Space\) guidance for creditors - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/debt-respite-scheme-breathing-space-guidance-for-creditors) and [Debt respite scheme \(breathing space\): Guidance on mental health crisis breathing space - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/debt-respite-scheme-breathing-space-guidance-on-mental-health-crisis-breathing-space).
- 8.4. The Council's Welfare Rights and Money Advice Service are trained on Breathing Space and can assist individuals that owe money to the Council.

9. Social Inclusion and Vulnerability

- 9.1. The council recognises that some customers are considered vulnerable due to their circumstances and may require additional support, either short or long term, when dealing with their financial and personal affairs. A customer may be vulnerable or at risk of being vulnerable for several reasons including changes in their needs or circumstances, especially if they are faced with a particularly urgent or complex issue.
- 9.2. Due regard will be given to customers who are vulnerable or temporarily vulnerable and although not an exhaustive list, common indicators may include those set out below.
- 9.3. **'Temporarily Vulnerable'** refers to situations where the customer has had a sudden change of circumstances for example:
- Suffered a recent bereavement (this may be up to 52 weeks) of a close family member
 - Recently been separated or divorced
 - Had an illness, been a long-term hospital patient or suffered loss of employment
 - Recently left the armed forces
 - Recently been released from a custodial sentence
 - Recently suffered or suffering domestic violence and / or being in a refuge or safe house
 - Are themselves or their partners in the final weeks of pregnancy, recently given birth or adopted a child.
 - Homeless households
 - People experiencing current or recent hate crime
 - People whose income has dropped significantly such as where they have lost work or material working hours, welfare benefits and Tax Credits
 - People who have recently gained Refugee status and are unfamiliar with the labour market, the welfare benefits system, and the British taxation system
 - People who have no recourse to public funds
- 9.4. **'Vulnerable'** customers refer to those that:
- Are frail due to old age, disability, other impairment or very easily confused
 - Have severe physical disability, learning disability or mental health condition
 - Are themselves or their partners seriously or terminally ill
 - Are living in poor or insecure housing / homelessness
 - Have poor basic skills of literacy and/or numeracy
 - Lack access to a bank account, phone or internet
 - Are single parent families or have caring responsibilities
 - Find it difficult to communicate, or lack an understanding of spoken or written English
 - Are care leavers aged 18 to 25
 - Where the welfare of children would be put at risk
- 9.5. The council and its agents / staff will be trained and supported so they are able to identify the needs of individuals and the indicators of vulnerability. Staff should understand that not everyone with a particular indicator will necessarily be vulnerable in any or all circumstances.

9.6. The council is aware of the financial pressures under which many households operate and ability to pay is a paramount concern when considering debt recovery. To tackle these issues every effort will be made to make customers aware of sources of financial assistance which may be available to mitigate debt or to help alleviate financial distress, including:

- Housing Benefit and the Local Council Tax Reduction Scheme (LCTRS)
- Universal Credit for working-age customers
- The availability of discounts, exemptions, reliefs and disregards
- Discretionary Housing Payments
- Council Tax and Business Rates Hardship Relief
- Welfare Assistance – Local Crisis Prevention Fund
- Welfare benefits advice services
- Local and national money, debt and welfare benefits advice agencies for free, independent debt and money advice
- Local food banks
- Local food clubs
- Employment and skills support through the Council's One Front Door which provides free, independent advice in relation to local skills courses and job search/job applications.
- Mental health and wellbeing initiatives, organisations and charities
- Other charitable and support organisations

9.7. The council works in partnership with local and national money and debt agencies to support individuals in debt or with financial vulnerability. Innovative ways will continuously be explored to engage with those who are financially disadvantaged, taking a rounded view and working with them to break the cycle of debt.

9.8. Activities will include:

- The increased use of multi-channel communication technologies including text messaging
- Where possible, outreach teams will make outbound telephone calls and local outreach teams visits from a welfare and support perspective. This approach can be particularly targeted at those customers identified to be in crisis or at financial risk
- In appropriate cases consultation with Social Services or other agencies
- Assistance with money management
- make provision for payment holidays, remission processes, longer collection timescales and other alternative collections strategies.
- Promotion of the services of qualified debt advisors, for example Citizens Advice Bureau, National Debt Line, Business Debtline, Neighborhood Advice Centre and referral to the Money and Pensions Service (MaPS) initiative.

9.9. A standardised affordability assessment form or the standard financial statement will be used to ensure that collection officers can ascertain a customer's total income and expenditure, and agree a consolidated affordable payment, which will clear overdue sums in an appropriate period of time.

10. Priority Debt

10.1. Debts considered as priority debts are those debts owed to creditors who can take the strongest legal action (for example, the loss of the primary residential home, imprisonment or loss of essential goods) against an individual who does not pay. For council debts this will generally be in relation to council domestic rent arrears, council tax or business rates.

11. Debt Hierarchy

- 11.1.** In some instances, customers will owe more than one debt to the council. The Council will adopt a coordinated approach when dealing with multiple debts and will consider the person's circumstances, legislation, the level and priority of debt and the potential for financial hardship.
- 11.2.** Where the council or its collection agent is pursuing multiple debts, unless the customer advises to the contrary, priority is given to debts where non-payment could lead to loss of the customer's home imprisonment for non-payment or have direct implications upon an individual's health and wellbeing as follows:
- Rent arrears and tenancy related charges
 - Council Tax and Business Rates arrears
 - Water Rates, Gas and electricity
 - Unpaid charges & fines
 - Other debts
- 11.3.** Customers cannot be imprisoned for not paying other debts and they are unlikely to lose their home or their essential goods (for example a car needed for work). However, if customers make no acceptable offers to pay, without explaining why, creditors will take court action. If customers still fail to pay when the court has ordered it, creditors can take further action. It is acknowledged that whilst creditors for other debts have limited recovery or collection powers, they can cause stress to customers because of constant contact, threats and increasing balances. Customers should make every effort to obtain debt, money or welfare benefits advice from an appropriate agency.
- 11.4.** Where a customer owes more than one debt of the same type (for example, council tax), priority should be given to the current financial year's charge to help prevent further arrears accruing. Consideration must also be given to cases where costs may be incurred through non-payment in order to avoid or minimise fees and costs.
- 11.5.** Payments will be matched to instalment values first or allocated as directed by the customer. If that is not possible, we will determine whether there is a trend or an intent by the customer as to where the monies should be directed. Again, consideration will be given to any situations where there may be potential additional fees or costs.
- 11.6.** The settlement of internal disagreements on the application of the debt hierarchy will be determined by the Section 151 Officer or nominated Deputy, considering the need to balance repayment profiles across the council's various funds. Council officers will liaise, and co-ordinate recovery and the council is currently working on initiatives which will seek to provide a single view of the customer or single view of debt. However, it is recognised that in the absence of such a system this will be difficult to establish if the information is not voluntarily given by the customer.

12. Refunds

- 12.1.** The council will not refund any overpaid monies where the customer owes other monies to the council. When a customer is also a supplier to the Council, the Council retains the right to offset any overdue debts against any monies owed to the supplier. All future supplier contracts should include a clause clarifying this right to offset.

13. Tracing Absconders

- 13.1.** The council will make all necessary attempts to trace any customer that has absconded to ensure that payment is received. This will include checking internal and external sources of information, sharing information with other authorities and using tracing agents as appropriate. The timeliness

of tracing, allowing time for the customer to reappear, will be considered before the debt is submitted for write off.

14. Write Off (Irrecoverable Amounts)

- 14.1.** The council recognises that where a debt remains unpaid after exhausting all appropriate recovery methods and is deemed to be irrecoverable, or where there are extenuating circumstances, the debt will be recommended for write off. The council will seek to minimise the cost of write offs to Council taxpayers by taking necessary action to recover monies due.
- 14.2.** Write off of bad debts will only be carried out with the correct approval and in line with the Debt Write Off Policy set out in appendix 1.

15. Breaches and Non-Compliance

- 15.1.** The policy underpins our processes and procedures, and officers should apply this in their everyday work. Non-compliance will be highlighted through our Quality Audit checking and issues will be addressed appropriately. Material, significant or frequent breaches will be accelerated to the relevant Executive Director for appropriate action.

16. National Disasters / Pandemic

- 16.1.** In these instances, the Council will consider extraordinary measures and potentially implement additional support and take alternative approaches. Wider implications may include Government guidance and changes to legislation at short notice.

17. Policy Review

- 17.1.** The Council is committed to continuous improvement. Delegated authority is given to the S151 Officer to refresh the policy if necessary, to incorporate legislative changes or address minor errors. The policy will be reviewed as a minimum every two years from the date of adoption to allow it to be updated and to take any service improvements or changes into account.

18. Complaints

- 18.1.** If you have a complaint regarding the issue of a bill, invoice or penalty charge notice please contact the service area responsible for issuing the bill, invoice or penalty charge notice. The Council's Complaints procedure is available on the website, see <https://www.bristol.gov.uk/complaints-and-feedback>.

Appendix 1 – Debt Write Off Policy (all Council debt)

1. The council will take all reasonable and economical debt recovery action to recover the full debt that is due before consideration is given to writing off a debt. The debt will be subject to the collection and legal procedures as outlined in this policy. The degree of enforcement action attempted should be dependent on the amount owed, the type of debt and the customer's personal circumstances where they are known.
2. There will be limited circumstances where it is appropriate to consider writing off the amount(s) owed (or part thereof) to the council. The reasons may be legislative, may be a directive from the Court or local management (where circumstances dictate). Where a debt is determined as non-recoverable it will be identified as such at the earliest possible opportunity and properly dealt with in accordance with this Write Off Policy.
3. If assets have been lost, stolen or damaged and the loss is not recoverable from insurance or other sources, they may be written off by the Executive Director in conjunction with the Chief Financial Officer as Section 151 Officer or Nominated Deputy.
4. Write offs must be transparent and will only be processed where the invoice has been raised correctly and where there is a justified reason why the debt should no longer be pursued. Negotiations with third parties and reduction of actual value below the amounts incurred (for example insurance) should not take place outside of the financial system.
5. In considering the approval to write off a debt the authorising officer shall consider:
 - This Policy
 - The interest of the local community
 - The council's fiduciary duty
 - The rights of the customer and the effect of continued enforcement action
6. Any member of staff, member or contractor who has an interest in any debt must not participate in the decision-making process regarding the write off of the debt and must declare their interest. For the purposes of this policy an interest includes those in the following list, however, the list is not intended to be exhaustive and where a member of staff is unsure whether they have an interest they should seek advice from their line manager or Internal Audit.
 - The debt is owed by a relative, including relatives by marriage
 - The debt is owed by a relative of a current or former partner
 - The debt is owed by a friend or neighbour
 - The debt is owed by an organisation of which you are a member
 - The debt is owed by an organisation of which a relative is a member
 - The debt is owed by a company or individual with whom you have a business relationship

This does not preclude members who, in the normal course of discharging their duty to represent their constituents on a wide range of matters, from discussing specific cases subject to the relevant constituent consent.

7. Approved reasons for write off of debts fall into two broad categories, firstly those debts that the council is unable to collect and secondly those debts that are deemed uneconomic to collect. The following reasons are recognised as valid reasons for the write off of debts, subject to all appropriate action to enforce payment having been attempted.

Unable to collect:

- The customer is deceased and has left no estate
- The customer is subject to a formal insolvency order (in such cases any accruing debt to be

- written off will only be up to the date of the order)
- The debt has been remitted by the Court
 - It would cause the customer hardship to enforce payment, or it is in the interests of the council or the wider community to write off the debt. This includes the use of the council's powers under Section 49 of the Local Government Finance Act 1988 in respect of writing off a Non-Domestic Rate on the grounds of hardship when appropriate
 - The customer has absconded / gone away and cannot be traced
 - The customer is living outside the jurisdiction of the English courts and is unlikely to return
 - The Court has refused to make an order in respect of the debt
 - The customer has served a prison sentence to discharge the debt
 - The debt is an overpayment of Housing or Council Tax Benefit which is deemed to be unrecoverable in accordance with the Housing Benefit General Regulations 1987 and the Department for Work and Pensions overpayment guidance manual
 - The age of the debt precludes recovery, or the debt is Statute Barred

Uneconomic to recover:

- It is uneconomical to take action to enforce payment if the amount is a small balance (under £10)
 - Legal action is unlikely to be cost effective or it is in the council's interest to agree a negotiated settlement of part of the debt
8. In general, recommendation for debts to be written off should be made only where one of the above categories applies. However, it is recognised that it is difficult to anticipate all potential circumstances where write off may be justified, and that on occasion it may be appropriate to write off a debt for other reasons. Where this is the case a full written report justifying the recommendation must be provided to the S151 Officer, who will make a decision regarding the writing off of the debt.

Authorisation to write off debts

9. When considering debt, it is important to differentiate between a write off and a move or change of tenancy, a credit note, or change in circumstances. A write off is an amount owed that will never be collected. A credit note is issued in various situations to correct a mistake on an invoice, for example where an invoice has been overstated. A credit note must not be used as a substitute for a write off. It is financially incorrect in respect of accounting terms with potential VAT implications.
10. The council's Financial Rules allow for debts to be written off in accordance with this debt write off policy. Financial debt write off may be approved in aggregate in accordance with the following table:

Amount	Minimum Approval Required
Up to £500	Team Managers
In excess of £500, but not more than £5,000	Heads of Service / (in consultation with the Budget Holder) and delegation to designated Team Managers
In excess of £5,000 but not more than £20,000	Directors (in consultation with Business Partner (Finance), Principal Solicitor and Budget Holder) and delegation to Revenues Head of Service / designated Team Managers

Amount	Minimum Approval Required
In excess of £20,000 but not more than £50,000	Executive Director (in consultation with Business Partner (Finance), Principal Solicitor and Director)
In excess of £50,000 but not more than £100,000	Executive Director in consultation with Section 151 Officer and Director, Legal and Democratic Services
In excess of £100,000 but not more than £500,000	Section 151 Officer, Director, Legal and Democratic Services and Cabinet Member for Finance
£500,000 and over	Cabinet approval

Where there is legal requirement to write off a sum, for example in respect of insolvency, delegated authority to write off is given to Heads of Service irrespective of the level of that write off.

11. Authorisation may only be given by means of a signature. A single signature may be applied to a schedule of debts of individual amounts which in aggregate do not exceed the thresholds above. A record of all sums written off will be maintained by the Service Team, on behalf of the S151 Officer, along with supporting documentation. The appropriate accounting adjustments must be made following approval to write off a debt. Where debts have been referred to Legal Services, the Section 151 Officer will have due regard to their advice when considering action relating to bad debts.
12. Twice annually the amounts written off will be reported to the council's Audit Committee.
13. The customer remains liable to pay even after a debt has been written off. Therefore, if the debt has been written off and a further instalment is received, the Revenues Team should reinstate the debt if any part of it remains unpaid. The debt should then be referred to the relevant Director for consideration of further enforcement action of the remainder.

Appendix 2 – Relevant Legislation and National Standards

The Council has a duty to ensure that all collection processes comply with relevant legislation, which includes but is not limited, to the following:

- Administration of Estates Act 1925
- Care Act 2014
- Care and Support Statutory Guidance (Annex D)
- Charging Orders Act 1979
- Civil Enforcement of Parking Contraventions (England) General Regulations 2007
- Civil Procedure Act 1997
- County Courts Act 1984
- Housing Act 1985
- Housing Grants, Construction and Regeneration Act 1996
- Insolvency Act 1986
- Landlord and Tenant Act 1954
- Landlord and Tenant Act 1985
- Late Payment of Commercial Debts (Interest) Act 1998
- Local Government Act 2003
- Local Government Finance Act 1988 (as amended)
- Local Government Finance Act 1992 (as amended)
- Magistrates' Court Act 1980
- Police and Criminal Evidence Act 1984
- Social Security Administration Act 1992
- Taking Control of Goods (National Standards) 2014
- Taking Control of Goods Regulations 2013
- The Business Improvement Districts (England) Regulations 2004
- The Civil Procedure Rules 1998
- The Council Tax (Administration and Enforcement) Regulations 1992
- The Equality Act 2010
- The Late Payment of Commercial Debts Regulations 2013
- The Leasehold and Commonhold Reform Act 2002
- The Non-Domestic Rating (Collection and Enforcement) (Local Lists) Regulations 1989
- The Taking Control of Goods (Fees) Regulations 2014
- The Tribunals, Court and Enforcement Act 2007
- United Nations international human rights treaty which sets out the civil, political, economic, social, health and cultural rights of children

In respect of goods / services billed by the council, the individual Service will be responsible for ensuring compliance with the relevant legislation. Due to the wide range of services provided it is not possible to list all relevant legislation or national standards in this policy.

Appendix 3 – Contact Details

Help with money and debt problems

For independent money and debt advice contact The Money Advisor Network via their website:

<https://adviser.moneyhelper.org.uk/en>

You can give them your contact details in confidence, so they can connect you with a qualified and regulated money adviser.

This is a free service partnered with Bristol City Council.

The council also has a Welfare Rights and Money Advice Service where Money Advisers are available to assist some people who are in debt to Bristol City Council.

Preventing money problems

You can also contact local services who can give advice about budgeting and money management:

ACFA – The Advice Network

Web: www.acfa.org.uk/

National websites:

Money Helper (advice and guides to help improve your finances)

www.moneyhelper.org.uk

Money Saving Expert (advice about getting a basic bank account)

www.moneysavingexpert.com/banking/basic-bank-accounts

If you have problems getting a bank account Great Western Credit Union may be able to help. Call 0117 9247309 or visit <https://greatwesterncu.org>

Dealing with debt

To find details of local advice organisations which provide debt advice and help, see the ACFA website here: <https://acfa.org.uk/>

National websites

National Debtline (debt advice guide)

Tel: Freephone 0808 808 4000

Web: www.nationaldebtline.org/

StepChange debt charity

Tel: Freephone 0800 138 1111

Web: www.stepchange.org/

Citizens Advice

Tel: Freephone 0800 144 8848
Web: www.citizensadvice.org.uk/

Business Debtline

Tel: 0800 197 6026
Web: <https://www.businessdebtline.org>

There are many websites offering advice to people struggling with debt, but many of these offer services that you have to pay for. Check whether the information on the websites above can help you, first.

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Appendix 4 – Local Authority (Domestic) Rent

This appendix specifically applies to:

- Residents with a Council 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 Council residential property
- Council licensees including licensees in temporary accommodation.

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 the Council 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 the Council 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 the Council 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. The Council 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 the Council.
- 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 Council's website)
- Where the Council 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.
- 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.

Appendix 5 – Debt Recovery Overview by Debt Type

	Regulated Recovery Process	Notification	Contact Customer	First Reminder	Contact Customer	Second Reminder	Contact Customer	Final Demand	Contact Customer	Summons	Contact Customer	Recovery Options	
Miscellaneous Debts	No	Invoice	Attempt to contact customer via telephone, email, text or personal visit (minimum five days after payment due date)	Minimum of at least one month after payment due date	Attempt to contact customer via telephone, email, text or personal visit	Statement of Account issued minimum of 45 days after due date	Attempt to contact customer via telephone, email, text or personal visit	Minimum of 28 days after reminder	Attempt to contact customer via telephone, email, text or personal visit	via County Court (minimum of 60 days after due date)	Attempt to contact customer via telephone, email, text or personal visit	<ul style="list-style-type: none"> Information Order / Arrangement Charging Order / Order for Sale Enforcement Agent High Court Enforcement Officer Insolvency action Attachment to Earnings Third Party Debt Order Withdrawal of service Late payment fees Interest due to late payment 	
Council Tax	Yes	Bill		Minimum of one month after payment due date		Minimum of 45 days after due date		Only if sums due under first and second reminders have been paid, otherwise not issued		via Magistrates Court (minimum of 60 days after due date)		<ul style="list-style-type: none"> Attachment to Earnings Attachment to Benefit Attachment to Members Allowances Request for Financial Information Enforcement Agent Commitment to Prison Insolvency action 	
Business Rates	Yes	Bill		Minimum of one month after payment due date		Not issued		Final Notice (only if sums due under first reminder have been paid otherwise not issued)		via Magistrates or County Court (minimum of 60 days after due date)		<ul style="list-style-type: none"> Security for Unpaid Rates Enforcement Agent Commitment to Prison Insolvency action Information Order / Arrangement Charging Order / Order for Sale Enforcement Agent High Court Enforcement Officer Attachment to Earnings Third Party Debt Order 	
Housing Rent	Yes	Invoice		Minimum of one month in arrears		Pre-Notice of Seeking Possession (NSP) warning then NSP after a minimum of 45 days rent in arrears		Attempt to contact customer via telephone, email, text or personal visit		N/A		Via County Court (minimum of 60 days after due date)	<ul style="list-style-type: none"> Information Order / Arrangement Insolvency action Attachment to Earnings Third Party Debt Order Notice Seeking Possession Debt recovery orders (DRO's) Suspended Possession orders Possession Proceedings Application for a warrant Direct deductions from certain Welfare Benefits
Housing Benefit Overpayments (where there is no ongoing housing benefit)	Yes	Invoice		Minimum of one month after payment due date		Not issued		Minimum of 45 days after due date		via County Court (minimum of 60 days after due date)		<ul style="list-style-type: none"> Information Order / Arrangement Charging Order / Order for Sale Collection / Enforcement Agent High Court Enforcement Officer Insolvency Attachment to Earnings Third Party Debt Order Deductions from Welfare Benefits 	
Penalty Charge Notices	Yes	Penalty Charge Notice		Minimum of one month after the PCN being raised the owner's details are requested from the DVLA. Once the details are received and a 1 st reminder is		Minimum of 45 days after the 1 st reminder is sent		Attempt to contact customer via telephone, email, text or personal visit		Minimum of 21 days after second reminder notification of enforcement agent action is sent		via Traffic Enforcement Centre (minimum of 60 days after PCN date)	<ul style="list-style-type: none"> Enforcement Agent

				sent out.									
Commercial Property Rent	Yes	Invoice		Minimum of one month after payment due date (determined by lease)		Not issued		Minimum of 28 days after due date			Not required	<ul style="list-style-type: none"> Enforcement Agent Forfeiture 	
Leaseholder payments	Yes	Invoice		Minimum of one month after payment due date		Minimum of 45 days after payment due date	Attempt to contact customer via telephone, email, text or personal visit			Not required	via County Court (minimum of 60 days after due date)	Attempt to contact customer via telephone, email, text or personal visit	<ul style="list-style-type: none"> Information Order / Arrangement Charging Order / Order for Sale Enforcement Agent High Court Enforcement Officer Insolvency Attachment to Earnings Third Party Debt Order
Adult Social Care	No	Invoice		Statement of Account issued Quarterly		Not issued				N/A			

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Equality Impact Assessment [version 2.9]



Title: Corporate Debt Management 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 checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Finance (and All)	Lead Officer name: Kevin Smith
Service Area: Revenues	Lead Officer role: Revenues Operations 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 Policy aims to standardise debt collection activity throughout the Council whilst also implementing or further rolling out early engagement initiatives to engage with citizens and minimise the impact of debt. Collaborative working across service areas will reduce the number of individual contacts by the Council and allow a citizen centric and holistic approach to be employed when dealing with debt.

Signposting and engaging with third sector advice agencies will improve citizens financial position and hopefully break the circle of debt leading to improved outcomes

1.2 Who will the proposal have the potential to affect?

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

1.3 Will the proposal have an equality impact?

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

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

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

<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	[please select]
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The Policy will hopefully improve both the quality of life and standard of living of those who are in debt through the implementation and adoption of a Council wide joined up and collaborative approach to debt recovery.

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																
Indices of deprivation	Level of deprivation																
Quality of Life in Bristol 2020-2021: % who find it difficult to manage financially	<p>Citizens in more deprived areas are more likely to be financially disadvantaged so implementation of this policy, along with the associated outreach work, and home visits for those in need, will have a positive impact on both income maximisation and the mental health and wellbeing of citizens. Sustainable, affordable, payment plans, based on a citizen centric holistic approach will assist citizens in breaking the circle of debt.</p> <p>The Council will also benefit from those sustainable and affordable arrangements to pay as this will generate income which can be used to fund frontline services to support citizens in general but especially the most vulnerable in society.</p>																
Quality of Life 2020-21 — Open Data Bristol	<table border="1"> <thead> <tr> <th>Quality of Life Indicator</th> <th>% who find it difficult to manage financially</th> </tr> <tr> <th>Characteristic</th> <th>% Percentage</th> </tr> </thead> <tbody> <tr> <td>16 to 24 years</td> <td>13.8</td> </tr> <tr> <td>50 years and older</td> <td>5.5</td> </tr> <tr> <td>65 years and older</td> <td>3.7</td> </tr> <tr> <td>Female</td> <td>7.6</td> </tr> <tr> <td>Male</td> <td>5.9</td> </tr> <tr> <td>Disabled</td> <td>16.0</td> </tr> </tbody> </table>	Quality of Life Indicator	% who find it difficult to manage financially	Characteristic	% Percentage	16 to 24 years	13.8	50 years and older	5.5	65 years and older	3.7	Female	7.6	Male	5.9	Disabled	16.0
Quality of Life Indicator	% who find it difficult to manage financially																
Characteristic	% Percentage																
16 to 24 years	13.8																
50 years and older	5.5																
65 years and older	3.7																
Female	7.6																
Male	5.9																
Disabled	16.0																

	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
	Bristol Average	6.8

(Bristol City Council, 2021)

<p>2017 Runnymede Report “Bristol - a city divided?”⁸</p> <p>Impact of COVID-19 on BAME Led Businesses, Organisations & Communities’ by the Black South West Network</p>	<p>There is evidence of economic disparity for Black, Asian and minority ethnic led business in Bristol which have been exacerbated due to COVID-19 restrictions</p> <ul style="list-style-type: none"> • Black and minority ethnic people are over-represented in low income self-employment including taxis, takeaway restaurants which has been heavily impacted by COVID-19. • 90% amongst all Black and minority ethnic business owners who responded to survey indicated that they have already lost a significant amount of income. • 67% have had to close their businesses due to COVID-19 direct impact. • 90% of all businesses responding to survey have requested for financial support. • Almost 50% have stated they need support to apply to financial schemes. • A little over 30% have stated they need better access to information • Access to grants limited by payable business rates – many entrepreneurs rent shared spaces.
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	<ul style="list-style-type: none"> • Communication barriers - Use of post to receive letters where businesses are closed, language and IT skills. • There have been significant losses of income on top of the impact of austerity – cash-flow and liquidity are major challenges. • 64% of social enterprises are unable to deliver products and/or services to their recipients, who are high need in physical and mental health • Fundraising events being cancelled is having a huge impact on finances • 92% of Black and minority ethnic led voluntary and community organisations have responded to the survey that they expect the community needs they serve to increase due to COVID-19.
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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.

Whilst we do collect diversity monitoring for some service areas e.g. benefits, there are gaps in the available data e.g. for businesses, and also where this had not historically been required by 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.

No external engagement has been undertaken however an internal corporate debt working group has met several times to discuss indebtedness and explore ways in which service areas can work together to have a positive effect on those citizens who are suffering financial distress or are financially vulnerable.

The Revenues service already has a good working relationship with both local and national third sector advice agencies and are a pilot authority for the PaCE initiative (Money & Pensions Service, 2019) run by the Money and Pensions Service (MaPS). This initiative allows for 'warm' hand offs from council officers to specially trained MaPS staff who are then able to provide immediate support to customers. This improves the provision of debt and

money advice to not only our financially disadvantaged and vulnerable customers but also encourages those who may be considering debt and / or money advice to take up the offer of immediate assistance.

2.5 How will engagement with stakeholders continue?

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

Engagement with internal stakeholders continues with input from all current debt type owners, EDM's, CLB, lead Cabinet Members, Audit Committee and Resources Scrutiny Commission.

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)

The proposed policy will deliver benefits across all sections of the wider Bristol community as it will bring together and co-ordinate the holistic recovery of monies owed to the Council.

Acknowledging that not all debts will be owed by citizens of Bristol there are also wider national benefits for those individuals who owe debts to the Council and who will be dealt with in line with the proposed policy.

The policy is indiscriminate and affects all citizens equally although I acknowledge that some groups with protected characteristics may be more susceptible to financial vulnerability or deprivation. However this policy is designed to give greater consideration and scope to engage with all citizens who may be impacted.

PROTECTED CHARACTERISTICS

Age: Young People	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Young people aged under 25 are more likely to find it difficult to manage financially than average (Quality of Life in Bristol Survey) Positive impact: Increased engagement including outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.
Mitigations:	N/A
Age: Older People	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Age UK sets out the realities of living on a low fixed income in retirement; the coping strategies that older people have developed in order to manage; and the intense difficulties they face in trying to meet the additional, unavoidable costs of ageing which present big, daily challenges for them yet are often overlooked by policymakers (Age UK, 2019).

	Positive impact: Increased engagement including outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.
Mitigations:	
Disability	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<p>Positive impact: Increased engagement including outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.</p> <p>Disabled people are more likely to find it difficult to manage financially than average (Quality of Life in Bristol Survey)</p> <p>Disabled people are likely to need information indifferent formats to ensure they receive a service of a similar standard to other people. People with neurological differences including Dyspraxia, Dyslexia, ADHD, Dyscalculia, Autism, or Tourette Syndrome etc. may require adjustments 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>
Mitigations:	<p>We will ensure that all communication is in Plain English including advice on how to request information in different format / translations.</p> <p>The policy is to provide a choice of alternative payment methods which should be convenient for the customer. There are a range of payment options including Direct Debit, debit or credit card transaction (allowing payments to be made 24 hours a day, 7 days a week using the automated telephone line or internet facilities), Standing Order, cheque and cash at PayPoint or Post Office. Further payment options including text payments are being investigated and may be introduced as cost effective alternatives.</p>
Sex	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<p>Single parents are more likely to have lost hours and to have lost income in recent months. They are more likely both to have been furloughed, and to have lost their jobs – with a risk that the single parent employment gap has widened as a result of the pandemic. Given the greater impact on their employment, single parents are also more likely to be struggling financially and to be concerned about their future finances (Dromey, Dewar, & Finnegan, 2021).</p> <p>Positive impact: Increased engagement including outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.</p>
Mitigations:	
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Positive impact: Increased engagement including outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.
Mitigations:	
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Potential impacts:	Positive impact: Increased engagement including outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.
Mitigations:	
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Positive impact: Increased engagement including outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.
Mitigations:	
Race	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	See above: There is evidence of economic disparity for Black, Asian and minority ethnic led business in Bristol which have been exacerbated due to COVID-19 restrictions Positive impact: Increased engagement including outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.
Mitigations:	
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Positive impact: Increased engagement including outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.
Mitigations:	
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Positive impact: Increased engagement including outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.
Mitigations:	
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	People in Council rented (and other rented) accommodation and living in the most deprived areas of the city are more likely to find it difficult to manage financially than average (Bristol City Council, 2021). Positive impact: Increased engagement including outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.
Mitigations:	Outreach work will take place in local locations, such as libraries, as well as home visits for those more vulnerable citizens.
Carers	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Full time carers are more likely to find it difficult to manage financially than average (Quality of Life in Bristol Survey) Positive impact: Increased engagement including outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising

	income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.
Mitigations:	Outreach work will take place in local locations, such as libraries, as well as home visits for those more vulnerable citizens.
Other groups [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:	Positive impact: Increased engagement including outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.
Mitigations:	Outreach work will take place in local locations, such as libraries, as well as home visits for those more vulnerable citizens.

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

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

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

There is no direct link to the provision of benefits to any one particular group based on one or more protected characteristic, but it is quite possible that citizens with protected characteristics may form a higher percentage of those who are affected by this new policy.

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:
N/A
Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:
Increased engagement including outreach work to encourage financial awareness, ensuring that welfare benefit take up is maximised thereby maximising income. In addition, collaborative working across service areas should reduce the number of individual contacts for any one citizen.

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
External comms to third sector advice agencies	Kevin Smith	Once policy in place
Internal comms to service areas highlighting new policy	Kevin Smith	Once policy in place

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

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

- Reduced numbers of citizens reporting financial distress as a result of recovery activity undertaken by the Council.
- Increased collection performance
- Reduced bad debt provision

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 Director¹.

Equality and Inclusion Team Review: <i>Reviewed by Equality and Inclusion Team</i>	Director Sign-Off: Denise Murray
Date: 20/10/2021	Date:

References

- Age UK. (2019). *Struggling on - Experiences of financial hardship in later life*. London: Age UK.
- Bristol City Council. (2021). *Quality of Life in Bristol 2020-21*. Bristol City Council.
- Dromey, J., Dewar, L., & Finnegan, J. (2021). *Tackling single parent poverty after coronavirus*. Learning and Work Institute.
- Money & Pensions Service. (2019). *What is the PACE debt advice pilot?* Retrieved from Money & Pension Service: <https://moneyandpensionservice.org.uk/our-debt-work/pace/?cn-reloaded=1>

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

Eco Impact Checklist

Title of report: Corporate Debt Management Policy				
Report author: Kevin Smith				
Anticipated date of key decision: Jan 2022 Cabinet				
Summary of proposals: Introduce a Corporate Debt Management 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?	Y	-ive	Use of vehicles and subsequent emissions with visits to customers.	Ensure active travel or 'green' vehicles are used wherever possible with a focus on electric vehicles.
Bristol's resilience to the effects of climate change?	N			
Consumption of non-renewable resources?	N			
Production, recycling or disposal of waste	N			
The appearance of the city?	N			
Pollution to land, water, or air?	Y	-ive	Use of vehicles and subsequent emissions with visits to customers.	Ensure active travel or 'green' vehicles are used wherever possible with a focus on electric vehicles.
Wildlife and habitats?	N			
Consulted with:				
Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u>				
There are no significant impacts of this proposal.				
The proposal includes promotion of active travel or use of green vehicles for carrying out customer visits to mitigate the impacts on emissions and air pollution.				
The net effects of the proposals are negative but not significant.				
Checklist completed by:				
Name:		Kevin Smith		
Dept.:		Revenue		
Extension:				
Date:		20.10.21		
Verified by Environmental Performance Team		Daniel Shelton 20.10.21		

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 18 January 2022

TITLE	Ethical and Equitable Investment Policy (EEIP)		
Ward(s)	All		
Author: Glenn Hammons, Gait Collins & Graham Clapp	Job title: Interim Head of Corporate Finance, Finance Manager for Transformation, Head of Revenue and Benefits		
Cabinet lead: Councillor Cheney	Executive Director lead: Mike Jackson		
Proposal origin: BCC Staff			
Decision maker: Cabinet Member Decision forum: Cabinet			
Purpose of Report: To seek approval from Cabinet for the refreshed Ethical and Equitable Investment Policy which will underpin the Council’s Treasury Management and Investment strategy			
Evidence Base:			
Background			
<p>Last updated in 2015, the Ethical and Equitable Investment Policy has been refreshed and co-designed with key stakeholders to ensure alignment to the Council’s values and other ethical policies e.g. environment policy, economic and renewal strategy, social value etc and is equitable with regards to inclusive access to finance and addressing economic inequalities.</p> <p>The refreshed policy clarifies the purpose and aims and now goes beyond applying exclusions and sets out investment principles based on three aspects:</p> <ul style="list-style-type: none"> • defining who the Council will not invest in (ethical review 1) • being proactive in seeking out investments and investees that are ethical and equitable and provide a positive social and/or environmental impact alongside financial return (ethical review 2) • incorporating equitable investment principles into the policy, which is a pioneering concept for local authority investments (equitable principles) <p>These three concepts are underpinned by the policy’s new statement of investment principles.</p> <p>The policy applies to three areas of investments: treasury investments, service investments and service loans. Treasury investments are for managing surplus cash and are governed by a statutory Treasury Management Code, which effectively limits the types of investments to predominantly financial institutions. Service investment and loans are less restricted as their primary purpose is for social or service benefit and not financial reasons. Such investments include commercial property or investments in wholly owned subsidiaries. The policy does not cover grant investments or pensions, but due regard should be given to the policy when allocating grant investments and representing the Council on the pension’s board.</p>			
Changes to note:			
<ol style="list-style-type: none"> 1. Ethical review 1 – exclusions list 			

The existing list of exclusions was benchmarked against other investment policies and developed with stakeholder input. This resulted in the addition of new exclusions, such as alcohol and modern slavery. A paragraph has also been included to allow in certain instances, a reasonable time period for an investee to become compliant.

2. Ethical review 2 – positive criteria

The policy sets out new positive criteria that can be used to assess investments prioritise investments that achieve direct, positive, local social and/or environmental impact (“impact”) alongside financial return. Priority is also given to investees that incorporate ethical and equitable standards into their business practises e.g. investee pays a living wage.

Such investments are typically riskier and require longer term investment. Therefore, we will take a balanced portfolio approach, whereby maximise the number of investments in the portfolio that provide impact, whilst balancing this with investments that are less financially risky or provide better returns. This is preferable to setting percentage or monetary targets for investment, as this gives greater flexibility to respond to changes in priorities and the investment market, particularly as the responsible investment market is still in the early stages of development.

Due to restrictions imposed by the Treasury management Code, the positive criteria for treasury investments are either ensuring the investee is responsible and sustainable in its business and investment practises or seeking out ESG (environmental, social and governance) impact investments, with the latter having greater priority as they provide more direct benefits.

For service investments and loans, positive criteria have been identified and aligned with corporate priorities and taking into account the equitable investment principles. Some of the positive criteria that have been incorporated include investee paying a living wage, investment leads to reduction in carbon emissions and investment targets geographical areas or populations that are economically disadvantaged.

3. Equitable principles

Equitable investment principles have been developed and incorporated for the first time, to enable investments to be used as a lever to help address inequalities affecting disadvantaged groups and communities in Bristol, as well as groups under-represented when it comes to receiving investment. The principles are:

- a. Engaging with local groups – to ensure awareness of investment opportunities by local disadvantaged and under-represented group and improve their chances for successful application.
- b. Targetting investment – to empower communities that experience the greatest inequity. We will place greater weighting on investments which invest in communities and enable greater self-determination. Priority will also be given to investments that achieve positive impact on equalities issues affecting Bristol.
- c. Improving success – by identifying and removing barriers that prevent disadvantaged groups from applying and successfully securing investments.
- d. Collecting and monitoring equalities data – collecting equalities data specifically around investments to improve our intelligence and monitor and track progress and inform our targeted approach.

Cabinet Member / Officer Recommendations:

1. Approve the refreshed ethical and equitable investment policy

Corporate Strategy alignment:

The policy has been deigned to support the Council’s and One City goal for driving “an inclusive, sustainable and healthy city of hope and aspiration, one where everyone can share in its success”. The priorities within the policy have also been aligned with the One City Plan’s ‘A One City: Economic Recovery and Renewal Strategy’ and the Council’s Social Value policy which are:

- Reduce poverty and inequality;
- Increase the city's resilience and environmental sustainability; and
- Enhance community economic and social wellbeing.

City Benefits:

The purpose of the policy is ensure investments deliver social and environmental benefits for Bristol, alongside financial return. The incorporation of equitable investment principles will ensure that the policy is inclusive and equitable with regards to access to the Council's funding, as well as helping to address economic inequalities, aligned with policies such as the Council's Equality and Inclusion strategy and Social Value policy

Consultation Details:

Workshops were held with key internal and external stakeholders to gain input on the principles and priorities to incorporate into the policy, in particular, ethical review 1's exclusion list, ethical review 2's positive criteria and the equitable investment principles. The stakeholders included cabinet members, local social fund providers with financial expertise and local community anchor groups and representatives.

In support of achieving the objectives of this revised policy, the next phase will be implementation, which will include:

- Engagement with Treasury management advisers (this has already been done to some degree in developing the policy);
- Working with EDMs to make sure that the policy is known about and embedded into investment decisions and processes;
- Engaging internally e.g., with grant investments such as the Community Resilience Fund and externally e.g., with City Funds, to address some of the current gaps such as around equitable access to investments and collection of equalities data around investments.

Background Documents:

- Bristol City Council's 2020/2021 Treasury Management Strategy
- Statutory Guidance on local government investments

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

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

1. Finance Advice:

All treasury investments will be in accordance with the Treasury Management (TM) investment strategy and counterparties will have to meet the minimum credit criteria approved by full council to minimise the credit risk exposed to the authority. In addition, it is not expected that ethical and equitable investment returns will be significantly different from the traditional treasury investments that the Council undertake. Where this is the case these will be contained within the capital financing budget.

With regards to service investments, e.g. third party loans, then these such investments will require a separate Cabinet report and will require detailed due diligence to identify and manage the credit risk associated with the Counterparty, where these loans do not meet the minimum credit criteria.

Finance Business Partner: Jon Clayton (Finance Manager), 10 January 2022

2. Legal Advice: There are no specific legal implications arising from this report. The policy takes into account the Statutory Guidance on Local Government Investments.

Legal Team Leader: Husinara Jones, Team Leader/Solicitor 5 January 2022

3. Implications on IT: No implications on IT envisaged in regard to this activity		
IT Team Leader: Gavin Arbuckle (Head of Service Improvement and Performance), 10 th December 2021		
4. HR Advice: No HR implications evident		
HR Partner: James Brereton (HR Business Partner), 6 December 2021		
EDM Sign-off	Mike Jackson	15/12/21
Cabinet Member sign-off	Councillor Craig Cheney	20/12/21
For Key Decisions - Mayor's Office sign-off	Mayor's Office	20/12/21

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



Bristol City Council Ethical and Equitable Investment Policy

Date published:

Version:

Version Control

Date	Author	Version	Change summary
December 2021	Finance	V1.4	Version to take to cabinet

Version:

Page 464

Date Created: January 2022

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Purpose

The purpose of this policy statement is to provide guiding principles to ensure Bristol City Council (“the Council”) make investments which:

- are consistent with the Council’s values framework and ethical policies (ethical)
- are inclusive and equitable with regards to access to the Council’s investment funding, as well as helping to address economic inequalities (equitable)
- provide a positive social and/or environmental return, in other words have “impact”, alongside financial return where possible

This policy should be regarded as a baseline when making decisions. It is in no way intended to limit projects that seek to tackle different Council objectives in a joined up and innovative way.

Aim

The aim is to use the Council’s investments to support the Council’s vision in playing a leading role in driving an inclusive, sustainable and healthy city of hope and aspiration, one where everyone can share in its success, in line with the council’s corporate strategy and the One City Plan.

To this end, the policy sets out investment principles which mainly based on three aspects:

- who the Council will not invest in (ethical review 1)
- who the Council want to invest in (ethical review 2)
- how the Council will ensure investments are equitable (equitable principles)

These principles are outlined in more detail within the sections ethical review 1, ethical review 2 and equitable principles.

Legislative and Policy Context

Local authority investments are governed by the [Statutory Guidance on Local Government Investments](#) ¹, and the Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management Code ². This is set out in further detail in the [Council's annual Treasury Management Strategy](#).

This policy is also complemented by the Council's [Equality and Inclusion Policy and Strategy](#); its [Social Value policy](#); and its commitments to payment of the Living Wage and eradicating [modern slavery](#).

Strategic Alignment

This policy statement aligns to the One City Plan's 'Corporate Strategy and A One City: Economic Recovery and Renewal Strategy' which sets out the following priorities:

- Reduce poverty and inequality
- Increase the city's resilience and environmental sustainability
- Enhance community economic and social wellbeing

In addition, the positive environmental criteria's have been identified with reference to the One City [Climate Strategy](#).

Investment Principles

The Council's Ethical and Equitable Investment policy ensures that investments made will embed the following investment principles:

Principle 1: We will be active owners and incorporate ethical and equitable issues into our investment policies and practices, making sure

¹ Statutory Guidance on Local Government Investments, 3rd edition - https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/678866/Guidance_on_local_government_investments.pdf

² CIPFA: "Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes, 2017 Edition

investments or loans support the Council's policies and objectives on such matters

Principle 2: We will not knowingly undertake direct investments or loans to organisations whose core activities or behaviour include practices which directly pose a risk of serious harm to individuals, groups or the environment or are inconsistent with the mission and values of the Council

Principle 3: We will aspire to make investments that achieve positive social and/or environmental benefit and impact within Bristol alongside financial return

Principle 4: We will seek investees who incorporate ethical and equitable practises into their business practises. Where appropriate, we will actively engage with investees and use our influence to encourage ethical standards, practices, and lines of business acceptable to the Council

Principle 5: We will incorporate equitable principles into our investment policy, to ensure investments reach and benefit disadvantaged groups and communities experiencing greatest inequity and who are typically under-represented when receiving investment

Principle 6: When current service investments or loans mature and funds are returned to the Council, where appropriate we will consider recycling those funds back into investments that deliver ethical and equitable impact

Principle 7: We will explore different ways of working to improve our systems and procedures and remove barriers. This includes collaborative working and partnerships with co-investors and intermediaries to help manage risk and enhance opportunities to deliver positive social and environmental impact, as well as support equitable access to investment

Principle 8: Where practical, we will seek disclosure on positive impact regarding ethical and equitable issues by the entities in which we invest

Principle 9: We will report on our activities and progress towards implementing these Principles

Scope

The Council holds three types of investments:

- Treasury investments, which are short to medium-term investments to manage surplus cash
- Service investments, which are investments made primarily for service benefit or impact - for example investment in a subsidiary and
- Service loans, which are loans made primarily for service benefit or impact - this does not include loans to another local authority as these are categorised as treasury investments.

Whilst grant investments do not fall within the statutory definition of investments as these are not expected to generate profits, due regard to this policy statement should be made when making a decision on grant investments.

The Council's pension fund is held with the Avon Pension Fund administered by Bath and North East Somerset Council. The scheme's funds are invested entirely separately from those of the Council, has its own policy for [Responsible Investment](#) and are subject to separate regulatory regimes to local authority investments. They are therefore not directly governed by this policy. However, the policy can be used to inform the views of the Council's pension representative who feeds into matters such as the pension funds' Responsible Investment policy.

Ethical Review 1

This first ethical review ensures that the Council does not knowingly undertake direct investment or borrowing activities with organisations/Sovereigns whose behaviour or core activities are deemed unethical. This may be controversial business practices which directly pose a risk of serious harm to individuals, groups or the environment, corporate behaviour which is in serious violation of widely accepted international norms, or core activities and behaviour which are inconsistent with the mission and values of the Council.

This review applies to direct investments only, except in the case where the Council has invested in an intermediary specifically to deploy investments and deliver impact. The Council cannot guarantee approved financial institutions will not have clients or branches/offices/subsidiaries in countries that may breach the exclusions list.

In some instances, the Council may allow the counterparty time to achieve compliance over a reasonable timeframe, taking into consideration the risks and opportunities specific to that business and its size and resources. The Council will only proceed with investment if we anticipate that the requirements of the policy will be met within the given timeframe. Any persistent delays in meeting the requirements would result in the Council taking remedial action, which could be to cease funding or exit the investment.

Exclusion List

As part of this review, the Council will exclude from consideration where there are consistent or significant transgressions of the appropriate regulatory framework or a failure to ignore directions of the regulatory body, investments in counterparties which have significant involvement with any of the activities or business practises on the following exclusions list:

Human Rights and Labour

- breaches of human rights principles
- breaches of international labour standards
- supports/are part of oppressive regimes
- modern slavery
- poor Health and Safety records

Environment

- toxic spills and releases
- negative impact on land use, habitats and biodiversity
- contributes to carbon intensive industries
- causes water resource scarcity
- poor supply chain management
- animal testing for cosmetic purposes / unnecessary exploitation of animals

Governance

- bribery/ fraud/ corruption
- violation of international intellectual property rights
- unethical market behaviour and business practise - for example, blocking competition

Controversial Business Activities

- alcohol – relating to manufacture, supply and distribution of alcoholic beverages
- gambling – relating to owning and/or operation of gambling establishments
- tobacco – relating to production, retail, distribution, or supply of tobacco products
- adult entertainment, such as pornography or violent material – relating to distribution and retail of adult entertainment products and/or services
- military or controversial weapons (Arms trade) – relating to manufacture or distribution of weapons
- fossil Fuel extraction
- nuclear industries
- exploitative credit providers – where credit has APR > 100% and provided in way that leads to significant harm to consumers
- third world debt exploitation

Other – for non-treasury investments only

- investments that don't generate any benefits within Bristol

Ethical Review 2

Where practical and applicable, we will prioritise investments that provide positive social or environmental impact by assessing whether they meet the positive criteria listed here. We will also prioritise those which will deliver the most impact (high impact return) and have greatest likelihood of delivering impact (low impact risk). The glossary provides more detailed definitions.

The positive criteria are not an exhaustive list as priorities and policies may change, but they provide a baseline for making investment decisions. Such investments are typically riskier and require longer term investment. Therefore, we will take a balanced portfolio approach, maximising the number of investments that provide positive social and/or environmental impact whilst balancing this with financial risk and return considerations.

Balanced Portfolio Approach

A balanced portfolio approach will enable the Council to have a portfolio of investments that range from investments that deliver no impact but are less financially risky or more liquid (in other words accessible), to investments that deliver impact but are typically more financially risky or less liquid.

Impact is articulated through “Impact return”, the positive measurable impact generated and “Impact risk”, the likelihood that the investment does not achieve the desired impact. Whilst the aim is to transition our investments towards those that deliver impact, having a range of investments helps to diversify and thus reduce financial risk and liquidity issues.

In addition to managing risk, the balanced portfolio will also balance investments that address a range of challenges, from environmental issues to inequality. Appendix 1 sets out a table showing the spectrum of investments within the balanced portfolio, with investments providing greater impact to the right of the table.

This approach, which will be evaluated continuously, is preferable to setting percentage or monetary targets for investment, as this gives greater flexibility to respond to changes in priorities, economic outlook or the investment market as the responsible treasury investment market is still in the early stages of development.

Positive Criteria for Treasury Investments

The following positive criteria will be used to determine whether an investment is given greater priority when considering a range of investments to invest in. For treasury investments, whether priority is

given based on positive criteria will need to be balanced against trade-off on yield since this could impact on the Council's ability to deliver services.

Where practical, ESG (Environmental, Social and Governance) investments that specifically fund ESG-related projects will be favoured over Responsible and Sustainable investments as the former provides direct impact whereas the latter is indirect. Greater priority will be given to investments with local impact and organisations that are living wage employers. Criterion outlined below carrying greater weighting is marked with an asterix*.

Responsible and Sustainable

- *counterparty pays Living Wage
- counterparty has ESG (environmental, social and governance) or Responsible Investment policy
- counterparty has Diversity and Inclusion policy
- counterparty is involved in projects addressing ethical or equitable issues - for example, runs free business support training for SMEs

***ESG Investments**

- *investment specifically funds ethical and equitable projects locally within Bristol area
- investment specifically funds ethical and equitable projects - for example, funds renewable energy or SME businesses in deprived areas

Positive Criteria for Service Investments/Loans

The following positive criterion will be used to determine whether an investment is given greater priority when considering a range of investments to invest in. Some criteria carry greater weighting, indicated with an asterix*, for example, because they support the equitable investment principles. The criteria will be considered alongside the balance of portfolio, impact return, impact risk and alignment with current priorities as set out in the Corporate Strategy.

We will refer to the Social Value policy, National Social Value Measurement Framework, the [TOMs](#), as a means for measuring and scoring impact return.

Reduce Poverty and Inequality

- *targets geographical areas with deprivation or other marker for inequality such as income disparity or ethnicity
- *targets population groups known to be economically disadvantaged or under-represented when receiving investments
Both the above criteria will be linked to the Social Value policy
- *pays Living Wage
- supports tackling homelessness
- supports local employment
- supports the creation and retention of high-quality, sustainable jobs for local people

Increase the City's Resilience and Environmental Sustainability

- *the investment will lead to carbon emissions being reduced – supporting Bristol's Net Zero by 2030 target
- is a responsible buyer of goods and services
- provides jobs and skills related to the green economy
- improves ecology and biodiversity, within Bristol or elsewhere
- contributes to resilient food supply chain, with food and drink produced sustainably

Enhance Community Economic and Social Wellbeing

- *Bristol based investments - local investments focussed on creating impact in the city region, which in turn should create additional economic value in the area
- supports creation, sustainability and growth of micro, small and medium-sized enterprises
- supports local people with opportunities for life-long learning, skills development and experiences of work
- supports the creation, sustainability and growth of local community groups, voluntary groups and social enterprises

- promotes the involvement of local people and organisations in active citizenship such as volunteering and foster caring
- promotes the mental and physical health and well-being of local people
- supports the creation of high quality, affordable and sustainable homes and inclusive public spaces
- investment catalyses further investment into Bristol

Equitable Principles

The equitable investment principles enable investments to be used as a lever to help address equality issues affecting disadvantaged groups and communities in Bristol. The investments are intended to be inclusive and accessible to all.

Principles

We will ensure investments are equitable by applying the following principles:

Engaging with local groups

We will identify and engage with local disadvantaged and under-represented groups to make sure there is awareness of investment opportunities and to build confidence and ability for such groups to apply successfully for investment.

This could be through direct engagement with local communities or indirectly through intermediaries, linking with outreach programmes in order to maximise engagement reach with under-represented groups.

Targeting investment

Through our investment we will empower communities that experience the greatest inequity. We will place greater weighting on investments which invest in communities and enable greater self-determination. By investing in this way, we are building civic and social capital.

We will also favour investments that deliver positive impact around equality issues affecting Bristol, placing greater priority on those that

deliver direct impact, but also recognising that some investments will have indirect impact. For instance, investment which reduces pollution could also address inequalities as less wealthier communities tend to live in areas of higher pollution ³.

Improving success

We will endeavour to identify and remove barriers that prevent local disadvantaged groups from applying and being successful in securing investments. This may include providing support and training to disadvantaged and under-represented groups so they have equal opportunity of success when applying for investments.

Collecting and monitoring equalities data

We collect equalities data specifically around investments to improve our intelligence and ensure we monitor and track progress towards making investment more equitable. Data will also ensure that our targeted investment approach is focussed on the correct areas and groups.

Governance

In order to give effect to its commitment to this policy the Council will:

- apply this policy at the point of investment
- monitor investments thereafter, to review the operation and effectiveness of the policy, including any setting of annual targets
- report progress annually, including any breaches, within the annual Treasury Management Outturn Report

Investment Breaches - Ethical Review 1

Where a counterparty is found in breach of the exclusions list under ethical review 1, the Council will look to divest. Any outstanding investments will be reviewed in accordance with the terms and conditions of the contractual arrangement. A cost benefit appraisal will be undertaken to minimise the cost of prematurely redeeming the investment.

³ [Environmental inequality must not be ignored - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

Depending on the nature of the breach and the investment, the Council may enter into dialogue with the counterparty to allow the counterparty the opportunity and time to address the breach. If the breach is not addressed within a given timescale or the counterparty is not seen to be making any progress, then the Council would look to divest.

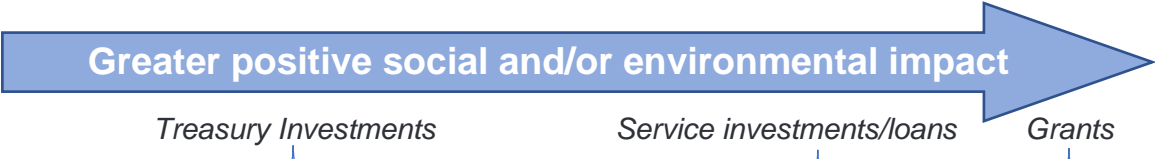
The Chief Finance Officer, Cabinet Member for Finance and the Council's Treasury Management Advisors will be consulted when a breach of the exclusions list has been identified and breaches will be reported through the Treasury Management Outturn Report.

Glossary

Impact return	The positive, measurable social and environmental impact generated by the investment alongside any financial return, such as those outlined in the list of positive criteria under ethical review 2 or in the Council's corporate strategy.
Impact risk	The risk that the investment does not achieve the desired impact. The likelihood that impact will be different than expected, and that the difference will be material from the perspective of the people and the planet who experience such impact.
Service investments	These are investments made primarily for service benefit or impact. Like treasury investments, these are also subject to financial risk considerations around security, liquidity and yield, but these are secondary concerns to service benefit or impact. Service investments could be investments in impact funds, wholly owned subsidiaries or in non-financial assets such commercial property.
Service loans	These are loans repayable with interest made to a third party, joint venture, subsidiary or associates. Like service investments, these are made primarily for service benefit or impact, with financial risk considerations around security, liquidity and yield being secondary. This does not include loans to another local authority as these are categorised as treasury investments.
Treasury Investments	These are investments made using treasury powers under section 15(1)(a) of the Local Government Act 2003 to manage surplus cash. These are typically short-term investments (duration of less than one year), as cash must be accessible as and when

payments need to be made by the organisation. Hence security followed by liquidity are primary financial considerations for local authority treasury investments, as stipulated by the Treasury Management Code. Yield is also a consideration, after security and liquidity, as greater yield means more funding for the Council's services. Due to the restrictions set out in the Treasury Management Code, treasury investments are typically with financial institutions such as banks, building societies and money market funds.

Appendix - Balanced Investment Portfolio



	Treasury Investments			Service investments/loans		Grants
	Classic Investment	Responsible and Sustainable	ESG investment	Classic Investment	Service Investment	Grants
Purpose	Invest primarily for financial return			Invest primarily for Service impact/benefit		
Description	Investment focuses on SLY only	Investment incorporates ESG into its investment approach	Investment has direct impact on environmental, social or governance (ESG) issues	Invest for indirect social benefit/impact	Invest for direct social benefit/impact	Invest for service/ social benefit only (no profit)
Financial risk (security)	Low	Low	Low	Medium	Medium - High	N/A
Liquidity risk (liquidity)	Low	Low	Low	High	Medium - High	N/A
Financial return (yield)	Medium - Low	Medium - Low	Low (often lower vs classic)	Medium - High	Low - High	N/A
Impact risk	High	High	Medium	Medium	Low	Low
Impact return	Low	Low	Medium	Medium	High	High
Examples	Standard treasury investments	For example, Investment counterparty has an ESG or Responsible investment policy	For example, ESG investment that specifically funds environmental projects	For example, Commercial property	For example, Loan to Community bank	For example, Community Resilience Fund

Figure 1 - Table illustrating balanced portfolio of investments and associated financial and impact risks and returns

Equality Impact Assessment [version 2.9]



Title: Ethical and Equitable Investment Policy (EEIP)	
<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: Resources	Lead Officer name: Glenn Hammons and Gait Collins
Service Area: Finance	Lead Officer role: Interim Head of Corporate Finance and Finance Manager for Transformation

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.

Last updated in 2015, the Ethical and Equitable Investment Policy has been refreshed and co-designed with key stakeholders to ensure alignment to the Council’s values in two ways:

- a. Ethical policies e.g. environment policy, economic and renewal strategy, social value etc
- b. Equitable principles that is, that BCC investment policy should be informed by and address inequalities that are experienced by different sections of the community in Bristol taking into account
 - a. people with characteristics identified in the Equalities Acts including for ethnicity and race, gender, age and disability and where these interrelated – known as ‘intersectionality’.
 - b. People who are socially, economically or environmentally disadvantaged eg people who are living in areas of multiple deprivation or are on very low incomes or otherwise disadvantaged for example in relation to health, education or access to services

The purpose of this policy is to provide guiding principles to ensure Bristol City Council (“the Council”) make investments which are:

- onsistent with the Council’s values framework and ethical policies such as Environmental policy, Economic and Renewal strategy, Social Value and Modern Day Slavery (ethical);
- Inclusive and equitable with regards to access to the Council’s investment funding, and address as well as helping to address economic, social and environmental inequalities and race and ethnicity related inequalities, aligned with policies such as the Council’s Equality and Inclusion Strategy and Social Value policy (equitable);
- Are anti-exclusionary ie inclusive in relation to the economic, social, environmental, racial and ethnicity based disadvantages. And where possible achieve a positive impact in addressing these inequalities alongside a financial return.

To support this, the policy sets out investment principles which are based on three aspects:

- who the Council will not invest in (ethical review 1)
- who the Council wants to invest in (ethical review 2)
- how the Council will ensure investments are equitable (equitable principles)

1.2 Who will the proposal have the potential to affect?

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

Additional comments:
This will affect:

- Current or potential future recipients of investment funding as they will need to show that investments support delivery of the council’s ethical and equitable investments policy .
- The wider community as the investment portfolio will seek to provide positive economic, social and environmental impact (including health and education) and positively address disadvantages related to race or ethnicity, minoritisation and other protected characteristics such as gender and age; and people affected by the intersectionality of these inequalities.

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]
--	------------------------------------	-----------------

Equitable investment principles have been incorporated into the policy to achieve two things:

- To enable investments to be used as a lever to address inequalities affecting disadvantaged sections of Bristol’s communities including those disadvantaged by race, ethnicity, gender, age and other protected characteristics and where intersectional disadvantage is suffered.
- To reach under-represented groups when it comes to receiving investments, ensuring investments are inclusive and accessible to all.

The principles are:

- Engaging with local disadvantaged groups – to ensure awareness and understanding of investment opportunities, support their ability to seek funding and improve their chances for successful applications.
- Targeting investment. We will place greater weighting on investments which target disadvantage and empower communities. That is investments which :
 - Have positive impact on those experiencing in relation to race and ethnicity, gender, age and other protected and intersecting disadvantages
 - Address economic, social, environmental disadvantage in Bristol
 - Invest in communities and enable greater self-determination and opportunities to engage fully in the economic, social and environmental opportunities provided by Bristol.
- Priority will also be given to investments that achieve positive impact on equalities issues affecting Bristol.

- Improving success – by identifying and removing barriers that prevent disadvantaged groups from applying and successfully securing investments.
- Collecting and monitoring equalities data – collecting equalities data specifically around investments to monitor and track progress and inform a targeted approach.

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
https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/articles/ethnicitypaygapsingreatbritain/2019	Ethnicity pay gaps
https://static1.squarespace.com/static/594948a7414fb5804d2b4395/t/5ec3ee32a5b5c27385219625/1589898876817/Covid19_Report_v2_compressed.pdf	Impact of COVID-19 on BAME Led Businesses, Organisations & Communities
https://www.ons.gov.uk/peoplepopulationandcommunity/personalandhouseholdfinances/incomeandwealth/bulletins/smallareamodelbasedincomeestimates/financialyearending2018	Income data
http://www.bristol.gov.uk/statistics	Bristol inequalities data

Additional comments:

Inequality in Bristol has increased over the last ten years and so we want investments to help address this.

Some of the data showing this are:

- Income has fallen for the poorest, 1 in 5 are 4% down (3 years for older people)
- House prices have risen 70% in Bristol between 2009 and 2019, with housing affordability ratio rising to 8.89 (average house price to average earnings)
- 17% of children in Bristol live in low income families.
- 19,600 of Bristol households are estimated to be in fuel poverty (2018)

[Income estimates for small areas, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/peoplepopulationandcommunity/personalandhouseholdfinances/incomeandwealth/bulletins/smallareamodelbasedincomeestimates/financialyearending2018)

We know that there are economic inequalities by gender and by ethnicity – pay is lower for women and for ethnic minorities, with pay being worst for ethnic minority women and ethnicity having the largest impact on pay. [Ethnicity pay gaps - Office for National Statistics \(ons.gov.uk\)](#)

Adults and children from an ethnic minority are more likely to live in poverty. For example, 43.8% of Pakistani/Bangladeshi adults live in poverty versus 17.5% White adults.

[Is Britain Fairer? \(2015\) | Equality and Human Rights Commission \(equalityhumanrights.com\)](#)

We also know that members of Black, Asian and Minority Ethnic communities have been disproportionately impacted by COVID-19, with higher mortality rates and wider economic effects since there are high concentrations of employment in low paid hospitality, retail and social care sectors.

[www.bristolonecity.com/economic-recovery-and-renewal/](#)

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 we know inequalities exist within Bristol, which can be discerned based on geography or population groups, we do not yet have equalities data linked to the investments made. Unknowns include:

- [What the main barriers to accessing investments are and how these could be addressed](#)
- [How much of BCC investment is invested with people who are part of those sections of society that generally suffer disadvantage for example due to race, ethnicity, gender, disability and intersectionality of these characteristics.](#)
- [Who currently engages in seeking BCC investments](#)
- [What the main barriers to accessing investments are and how these could be addressed](#)

Having this data will ensure we target our investments where it is most needed.

We do collect some data on impact, as we require investee organisations we invest in for service/social impact to provide impact reports. We aim to improve this data through greater collaboration and knowledge sharing with investees, partners and other areas of investments within the council, such as our grant investments, to ensure we collect the right sort of impact data and in a consistent way.

Work is currently underway by the economic development team, to do a needs assessment which will help address some of the knowledge gaps identified here [in terms of understanding disadvantage and inequity in Bristol.](#)

More data still needs to be collected around who currently accesses our investments, what segments (geographical or population) we should target. Part of this will be done as part of work on needs assessment data, undertaken by economic development team and Black Pound workstream

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.

Workshops were held with key internal and external stakeholders to gain input on the principles and priorities to incorporate into the policy, with one area of focus being the equitable investment principles.

The stakeholders consulted included: cabinet members, local social/impact fund providers with financial expertise and local community anchor groups and representatives.

2.5 How will engagement with stakeholders continue?

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

Engagement with the current stakeholder group for developing the policy has now come to an end as the policy is now written. However, follow up engagement will likely continue with external stakeholders with regards to some aspects of implementation, such as the equitable principles.

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 adverse impact expected as policy is about creating positive impact	
PROTECTED CHARACTERISTICS	
Age: Young People	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Age: Older People	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>

Potential impacts:	
Mitigations:	
Disability	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Sex	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Race	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Carers	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Other groups [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

Yes, as policy is designed to be inclusive to all. This may mean targeting particular groups we know are disadvantaged or typically under-represented when it comes to receiving investment, and this could be based on 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:
Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:

4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale

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 regularly look at the balance of investment portfolio (at least annually) to see how many deliver positive social/environmental impact, with the aim of maximising those that deliver impact but still balancing this with less financially risky investments.

Where relevant e.g service investments, we will also be collecting data on impact they deliver.

We will monitor and report progress with the annual Treasury Management Report.

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 Director¹.

Equality and Inclusion Team Review:	Director Sign-Off:
Date:	Date:

¹ 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: 18 January 2022

TITLE	Repair and Maintenance Contract Extension		
Ward(s)	Multiple		
Author: David Martin	Job title: Head of Property and Facilities Management		
Cabinet lead: Cllr Cheney	Executive Director lead: Mike Jackson		
Proposal origin: BCC Staff			
Decision maker: Cabinet Member			
Decision forum: Cabinet			
Purpose of Report:			
To seek approval to extend of the Repair and Maintenance contract for 12 months to allow us to continue to deliver statutory health and safety obligations			
Evidence Base:			
<p>The provision of Mechanical, Electrical and Building Fabric maintenance is covered by a contract signed in September 2018 which had a 3 year initial term, which will come to an end in April. This contract covers circa 350 corporate properties.</p> <p>Mechanical works relate mostly to the maintenance of heating and plumbing systems, Electrical works involve maintenance of electrical systems and an example of Building Fabric works could be interior wall repairs or maintenance of flooring surfaces.</p> <p>The contract allows for an extension for up to 24 months.</p> <p>The proposed extension of 12 months will allow us to continue to deliver these essential statutory works from May 22. We are in the process of mapping out a new approach to this activity, linked to the introduction of the Corporate Landlord Model, which has been endorsed by Cabinet. This will see us re procure this activity, with a wider remit, at some point in 2022.</p> <p>The approval to extend will limit risk to the council and its service users and ensure continuity of these vital works during our transition period to the Corporate Landlord.</p> <p>Although total contract spend is higher than expected per annum, any extension and potential spend for the 12 months would still be compliant in relation to OJEU regulations. Higher spend levels are due to increased sites being covered by the contract as we continue to adopt a more centralised approach to repair and maintenance in the corporate estate. (Details in the financial summary) The estimated value of the extension would be Circa 3.3 million based on previous spend</p>			
Cabinet Member / Officer Recommendations:			

<p>That Cabinet</p> <p>1. Authorise the Chief Executive in consultation with the Deputy Mayor for Finance, Governance, and Performance to extend the existing contract for a period of 12 months at an estimated value of £3.3 million and agree any appropriate variations to its terms and conditions.</p>
<p>Corporate Strategy alignment:</p> <p>Contributes to safer working environments and wellbeing for Citizens, colleagues and Service user of our buildings.</p>
<p>City Benefits:</p> <p>The Authority owns and occupies a large number of buildings used to deliver its services. We have a statutory duty to maintain and service the mechanical and electrical assets in these buildings. It is crucial we meet our obligation to maintain all assets to allow colleagues, partners and building users to operate in a safe and secure environment.</p>
<p>Consultation Details: N/A</p>
<p>Background Documents:</p> <p>Previous cabinet paper: https://democracy.bristol.gov.uk/ieListDocuments.aspx?Cid=135&Mid=3094&Ver=4</p>

Revenue Cost	£3,000,000	Source of Revenue Funding	Multiple BCC Revenue cost centres
Capital Cost	£300,000	Source of Capital Funding	Multiple BCC Capital projects
One off cost <input type="checkbox"/>	Ongoing cost <input checked="" type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

<p>Required information to be completed by Financial/Legal/ICT/ HR partners:</p> <p>1. Finance Advice: This report requests approval to extend a current 3 year Repair and Maintenance contract for a 4th year in order to allow the service time and opportunity to transition to the Corporate Landlord model. The terms of the initial contract allow for this extension. Repairs and Maintenance activity arises across BCC as both Revenue and Capital expenditure and due to rationalisation of the supplier base in recent years this contract is estimated now to equate to £3.3m p.a. Spend will not however exceed relevant approved Revenue and Capital budgets.</p> <p>Finance Business Partner: Jemma Prince, Finance Business Partner, 6 January 2022</p> <p>2. Legal Advice: The Public Contract Regulations 2015 allows for an extension (without the need for a new procurement) provided the extension, irrespective of its monetary value, has been provided for in the initial procurement documents (eg the contract T&C's) in clear, precise and unequivocal fashion (i.e. an explicit right to extend) and nothing is changing which would alter the overall nature of the contract. Provided any proposed variation proposed as part of the extension does not have this effect, the extension will be compliant.</p> <p>Legal Team Leader: Eric Andrews, Legal Team Leader, 06/01/2022</p> <p>3. Implications on IT: I can see no implications on IT in regard to this extension.</p> <p>IT Team Leader: Gavin Arbuckle – Head of Service Improvement and Performance 23/12/2021</p> <p>4. HR Advice: There are no HR implications arising from the recommendations.</p> <p>HR Partner: James Brereton (HR Business Partner), 23rd December 2021</p>

EDM Sign-off	Mike Jackson	16 December 2021
Cabinet Member sign-off	Cllr Craig Cheney	16 December 2021

For Key Decisions - Mayor's Office sign-off	Mayor's Office	7 January 2021
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Appendix A – Further essential background / detail on the proposal	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	YES
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	Yes
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

LS orders - Up to Dec 21 11.6m

	Monthly Claims - from LS cumulative document - Apr 19 to Apr 21	Monthly Claims from May 21 - Oct 21	PPM Year 1	PPM Year 2	PPM Year 3 (full year costs)	
Building	£1,400,000	£343,000	£19,913	£38,973	£39,418	£1,841,304
Electrical	£1,320,000	£372,000	£307,431	£313,830	£308,885	£2,622,146
Mechanical	£1,050,000	£237,000	£239,340	£291,469	£319,347	£2,137,156
	<i>£3,770,000</i>	<i>£952,000</i>	<i>£566,684</i>	<i>£644,272</i>	<i>£667,650</i>	£6,600,606
Apprenticeships			£26,850	£27,522	£28,210	£82,582
			£593,534	£671,794	£695,860	£6,683,188 Monthly Claims and 1/12th PPM costs
Additional Orders						
Various Capital works - including Legionella, Fire Precautions and Safety Glazing						£1,643,000
Various Revenue works - including Asbestos, temporary mortuaries etc.						£2,250,000
Orders raised by other sections						£1,002,000
						£4,895,000 Could be Building/Mech/Elec
						£11,578,188

	Monthly Claims - from LS cumulative document - Apr 19 to Apr 21	Monthly Claims from May 21 - Oct 21	Monthly Claims Forecast (Full Year 3)	PPM Year 1	PPM Year 2	PPM Year 3 (full year costs)	3 year costs	Additional Orders Average	3 year costs Incl Additional orders	Average (Based on Full Addit. Order costs)	Total (Based on 50% Addit. Order costs)	Average (Based on 50% Addit. Order costs)
	£	£	£	£	£	£	£	£	£	£	£	£
Building	1,400,000	343,000	686,000	19,913	38,973	39,418	2,184,304	1,631,667	3,815,971		3,000,137	
Electrical	1,320,000	372,000	744,000	307,431	313,830	308,885	2,994,146	1,631,667	4,625,813		3,809,979	
Mechanical	1,050,000	237,000	474,000	239,340	291,469	319,347	2,374,156	1,631,667	4,005,823		3,189,989	
	<i>3,770,000</i>	<i>952,000</i>	<i>1,904,000</i>	<i>566,684</i>	<i>644,272</i>	<i>667,650</i>	7,552,606	<i>4,895,000</i>	12,447,606		10,000,106	
Apprenticeships				26,850	27,522	28,210	82,582		82,582		82,582	
				593,534	671,794	695,860	7,635,188		12,530,188	4,176,729	10,082,688	3,360,896
Additional Orders												
Various Capital works - including Legionella, Fire Precautions and Safety Glazing							1,643,000					
Various Revenue works - including Asbestos, temporary mortuaries etc.							2,250,000					
Orders raised by other sections							1,002,000					
							4,895,000	2,447,500				
							12,530,188					

Equality Impact Assessment [version 2.9]



Title: repair and maintenance contract extension	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input checked="" type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Resources	Lead Officer name: David Martin
Service Area: Workforce and Change	Lead Officer role: Head of FM and Property

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.

I am seeking approval to enter into a potential 12 month extension of an existing contract. The contract covers Mechanical, Electrical and Building Fabric repair and maintenance. It covers the maintenance of the corporate estate.

1.2 Who will the proposal have the potential to affect?

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

1.3 Will the proposal have an equality impact?

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

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

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

<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	[please select]
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There will be no difference to the current arrangement, the procurement of which was covered by an eqia as part of the original cabinet decision and it has been attached for reference. This was signed off by the equalities team on the 8/8/2018

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
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-representation.

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

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

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

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

2.5 How will engagement with stakeholders continue?

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

Step 3: Who might the proposal impact?

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

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

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

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

GENERAL COMMENTS (highlight any potential issues that might impact all or many groups)	
PROTECTED CHARACTERISTICS	
Age: Young People	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
Age: Older People	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>

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

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

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

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

Step 4: Impact

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:

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

4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale

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

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

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Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek feedback and review from the [Equality and Inclusion Team](#) before requesting sign off from your Director¹.

Equality and Inclusion Team Review:	Director Sign-Off:
Date:	Date:

¹ 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.



Bristol City Council Equality Impact Assessment Form

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

Name of proposal	Hard FM Contract
Directorate and Service Area	Communities & FM/Building Practice
Name of Lead Officer	Stephen Ashman

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?
To formulate a single contract for all servicing and repairs to Mechanical, Electrical installation and Building Fabric within buildings within the Corporate Property Portfolio. All work proposed under this contract is already being undertaken by a number of different contractors.

Step 2: What information do we have?

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

2.1 What data or evidence is there which tells us who is, or could be affected?
The works may affect all persons working in any building within the Corporate Portfolio at some stage. However the majority of the works are undertaken in areas that citizens, service users and staff do not access. A large amount of the works will be undertaken will be in restricted areas i.e Boiler Houses, roofs, lift shafts etc. Where work is planned outside these area the contractor has to supply Risk Assessments and method statements to ensure the works are undertaken with our affecting Citizens/ Service Users/Staff
2.2 Who is missing? Are there any gaps in the data?
All persons have been considered, no gap in data.
2.3 How have we involved, or will we involve, communities and groups that could be affected?
The contract will have no direct effect on communities and groups. We currently undertake all the works planned within this contract via a number of different contractors. This new contract is only to consolidate these activities under one supplier

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?
There will be no real adverse impact on people with protected characteristics. All the works being proposed within this contract are already being undertaken with little or no impact. The only impact maybe when a specific repairs is required to a lift within a building.
3.2 Can these impacts be mitigated or justified? If so, how?
Any impact due to failures of a lift will be mitigated by the introduction of ridged timescales for lift repairs and the requirement for the contractor to hold critical spares.
3.3 Does the proposal create any benefits for people with protected characteristics?
Other than having better contractual arrangements and defined KPIs within the proposals there are no other benefits for people with protected characteristics. The Contractor will be required to provide their Equalities Policy as part of the tender process and to demonstrate to the required standard that they will operate in accordance with the Equality Act 2010 and the s.149 Public Sector Equality Duty.
3.4 Can they be maximised? If so, how?
I believe the contractual arrangements within the contract cannot be increased in any way to provide better arrangements for people with protected characteristics.

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?
A specific equalities question will be added to the customer satisfaction survey where responses will be monitored as part of the KPI's
4.2 What actions have been identified going forward?
A suitable question will be developed with the successful contractor to be inserted within the Customer Satisfaction Survey.
4.3 How will the impact of your proposal and actions be measured moving forward?
On-going monitoring throughout contract through KPI's.

Service Director Sign-Off: 	Equalities Officer Sign Off:  Duncan Fleming
Date:15/08/2018	Date: 8/8/2018

Eco Impact Checklist

Title of report: Procurement of Hard FM servicing and maintenance contract to properties within the non-housing property portfolio.				
Report author: Stephen Ashman				
Anticipated date of key decision: 03/07/2018				
Summary of proposals: To obtain approval for the procurement of single contract for the provision of Mechanical, Electrical (M&E) and Building Fabric servicing and repairs. This will allow the Council to consolidate its M&E statutory servicing and Building Fabric Repairs into a single contract optimising contractual management arrangements for a 24/7 service to City Council.				
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	A hard FM contractor will have impacts on the environment and risks associated with their activities. Contractors will be working around climate harming substances/ materials, such as F Gases.	There is an opportunity to look at procuring a contractor with an Environmental Management System, so these risks and impacts are effectively managed by the contractor. To ensure that the contractors have appropriate qualifications for these tasks and that this documentation is available for review.
Bristol's resilience to the effects of climate change?	Yes	+ive	The use of a portal that can show paperwork in an electronic form will ensure that paperwork needed for evidencing legal compliance is easy to access and readily available.	Request that the Environmental Performance Team can gain access to maintenance records either through a portal system/ or that docs are sent directly to the team, this will help ensure legal compliance (Specifically with F-Gases and air conditioning testing).
Consumption of non-renewable resources?	Yes	+ive	The requirement to move away from paper worksheets will	Reduction of resource use.

		-ive/ +ive	<p>reduce consumption of paper.</p> <p>Contractors will use resources for their activities.</p> <p>Contractors will travel to get to sites/ jobs.</p> <p>Materials used for contractor activities.</p> <p>Repairs and installations may consume resources in their operation, eg kitchen installation or air con repair.</p>	<p>Introduction of KPI's as part of the contract offer provides a chance to integrate environmental targets into the KPI's.</p> <p>There is the opportunity to look at contractor locality as part of the contract. Appointing a contractor with locally based mechanics will reduce travel impacts. A consolidated contract for all hard FM services will reduce travel impacts overall.</p> <p>Look at contractor proposals for materials, looking for less polluting materials to be used overall.</p> <p>Need to see awareness/ engagement around energy saving within works carried out/ materials used. Also need to see that correct specification is used for installation to ensure efficiency.</p>
Production, recycling or disposal of waste	Yes	-ive/ +ive	Contractors will dispose of waste as part of the operation	Ensure the contractor has the correct waste registrations for their activities (or that any sub-contractors in the control of the main contractor have the correct registration) when procuring for the contract to ensure legal compliance. Contractor to be using the waste hierarchy and minimising waste disposed.

The appearance of the city?	Yes	-ive/ +ive	Key activities are maintaining building fabric of BCC owned buildings.	Ensure there are appropriate terms within the contract to avoid council buildings falling into disrepair.
Pollution to land, water, or air?			Emissions from vehicles Contractors will be handling chemical and other hazardous materials as part of their role.	Ideal to see a contractor that uses telematics to monitor journey efficiency. Can also assess vehicle specification, looking for efficiency within the contractor fleet. Appointing a contractor with locally based mechanics will reduce travel impacts as well as improve response time for call outs. Look to appoint contractors trained in spill prevention and that are COSHH compliant.
Wildlife and habitats?	Yes	-ive/+ive	Building fabric works and biodiversity	Aware of what to do in event of finding species in buildings when doing works.

Consulted with:

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

The significant impacts of this proposal are through contractor activities such as chemical handling, resource use, waste production and travel. Many of these areas are also subject to legal compliance such as waste disposal and F-Gas/ air conditioning maintenance, it is important to ensure the contractor is assessed on their compliance in this area during procurement. There is opportunity around travel and reducing impacts by looking at locality and vehicle specifications.

The proposals include the following measures to mitigate the impacts: Competitively tendered contractors where the mitigation measures within this document have been considered in the tender process will help to manage environmental impacts.

The net effects of the proposals are variable, if impacts are effectively mitigated through the tendering process impacts will be positive compared to the current arrangements.

Checklist completed by: Nicola Hares with input from Giles Liddell and Steve Ransom – Environmental Performance Team.

Name:	Nicola Hares
Dept.:	Environmental Performance
Extension:	0117 35 76643
Date:	15/05/2018
Verified by Environmental Performance Team	Nicola Hares

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 18 January 2022

TITLE	YTL Arena Bristol – Travel Mitigations		
Ward(s)	Henbury & Brentry, Southmead, Filton, Avonmouth & Kingsweston, Central		
Author: Laurence Fallon	Job title: Transport Development Manager		
Cabinet lead: Cllr Don Alexander, Cabinet member for Transport	Executive Director lead: Stephen Peacock, Strategic Director for Growth and Regeneration		
Proposal origin: BCC Staff			
Decision maker: Mayor Decision forum: Cabinet			
Purpose of Report:			
<ol style="list-style-type: none"> 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. 2. To summarise the package of measures required to be delivered and operational by summer/autumn 2024 opening date for the YTL Arena, Bristol. 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 			
Evidence Base			
<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> <p><u>Work Package 1 (WP1) – M5 Junction 16 & Aztec West signal co-ordination</u></p> <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 & 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> <p><u>Work Package 2 (WP2)</u></p> <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 & 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.

Revenue Cost	N/A	Source of Revenue Funding	N/A
Capital Cost	£1.955m + £2.666m	Source of Capital Funding	Section 106 + WECA Bid
One off cost <input checked="" type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

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

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

Workstream	West of England Combined Authority OBC ask	Project Management and risk provision	Revised total
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
	1,877,500	788,550	2,666,050

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 13th December 2021

4. HR Advice:

No impact

HR Partner:

Chris Hather, HR Advisor 17th December 2021

EDM Sign-off	Growth and Regeneration, Stephen Peacock	14 December 2021
Cabinet Member sign-off	Cllr Don Alexander	17 December 2021
For Key Decisions - Mayor's Office sign-off	Mayor Marvin Rees	20 December 2021

Appendix A – Further essential background / detail on the proposal Background Paper A - 2020.03.04 Committee Report - Transport Background Paper B - 2020.03.04 LF Committee slides	YES
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Appendix A.2 s106 and Condition Summary	
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	YES
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	YES
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	No
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO



Strategic City Transport **Transport Development Management (TDM)** *Application Response*

To: Gary Collins, Development Management
From: Laurence Fallon, Transport Development Manager
Ext: x36846
Date: **21 February 2020**
Address: Arnold Laver Brabazon Hangar and Surrounding Land
Application Nos: 19/05500/P & 19/05514/F
Proposal: Hybrid planning application comprising: demolition of existing ancillary buildings and structures; full details associated with the change of use and associated external alterations to the Brabazon Hangar buildings from Class B8 use to a mixture of Class D1, D2, A1, A3, A4 and B1a uses, along with outline details associated with infrastructure works: revised vehicular access arrangements; redevelopment and reorganisation of the former aircraft apron to provide parking, servicing and associated infrastructure provision.
Construction of new pedestrian bridge linking the former Filton Airfield and the Brabazon Hangar site over the Henbury railway line, including associated demolition, earthworks and landscaping.
Response: **Final Response**

1.0 PREAMBLE

- 1.1** The above proposals have the potential to generate severe and substantial traffic impacts that require to be comprehensively addressed and therefore minimised. This is in the interests of: tackling congestion and the consequent effects this would have on air quality and public health; the environmental quality of the wider area and the immediate impacts that would be felt by local residents and businesses.
- 1.2** The critical policy requirement is therefore the reduction of the above impacts through the early and targeted delivery of effective and robust travel options that effectively mandate as many of the maximum 17,000 spectators and employees as is possible to reach the site by means other than the private car.
- 1.3** The development is situated within an already congested peak hour highway network and therefore TDM will not support development that it considers will fail to make public transport, park and ride, walking or cycling the easiest form of travel to reach the development.

- 1.4** Some of these interventions will rely on separate processes, agreements and consultation with third parties, not all of which can be secured through the planning process. Therefore, the necessity of having an operational rail station and park and ride/rail services and sites, together with the ability of the site to manage 17,000 visitors is a major concern. This will be addressed through planning conditions and within the section 106 Heads of Terms.
- 1.5** TDM has worked with the applicant and neighbouring highway authorities, South Gloucestershire Council (SGC) and Highways England (HE) with the objective of mandating the applicant to implement robust mechanisms to deliver infrastructure and connectivity at the right time to serve this development.
- 1.6** The conditions and planning obligations referred to here are required for this development to demonstrate compliance with planning policy. They comprise financial contributions and physical improvements in addition to restrictive conditions that are required to minimise the extent to which the development gives rise to unacceptable transport impacts.
- 1.7** This report should be read in conjunction with TDM's initial response to the application (provided at the end). This was submitted prior to the initial response deadline of 24th December and prior to the assessment of the application by the 17 other specialist teams within Transport and Highways, upon which TDM relies to formulate its comments.
- 1.8** The previous response therefore confirms the agreed scoping parameters, trip generation of the development and initial impacts, whilst highlighting what further evidence was either missing or required in order to reach a conclusion on transport matters. The further detailed submission was received by TDM in the period between 27th January and 3d February and is detailed below alongside TDM's observations and recommendations.

2.0 FURTHER TECHNICAL SUBMISSIONS

- 2.1** This response updates the matters outstanding from the initial response and summarises the further technical discussions that have happened to date, setting out the package of measures that is required to make this development acceptable in transport terms.

Modelling outputs and presentation

- 2.2** The analysis presented in the original TA submission compared forecasted traffic flow changes across the wider highway network resulting from the development, based on a number of scenarios, including the no development (reference case) a 7,000 capacity double event (matinee & evening performance) and a 17,000 event, the latter tested with and without sustainable travel measures.
- 2.3** This analysis used the GBATS-SATURN model, which covers the West of England region. However, the presentation of the analysis by the consultant omitted a large part of Bristol's highway network. Therefore, whilst it was possible to see the routes and flows that were attributed directly to arena trips – for example the A38 north of Toronto Road and Southmead Road north of Pen Park Road, it failed to convey the 'ripple' effect of background traffic displacement to other locations, highlighted in **Para 3.39** of the previous response.

2.4 The information has now been presented for those locations and is provided in the table below alongside the major routes for completeness. The differences between the Do Minimum and Do Something scenarios are explained in *paras 2.1-2.3* of the previous response.

2022 Evening Peak Hour (1700-1800) – Traffic Flows (*NB = northbound, SB = southbound)

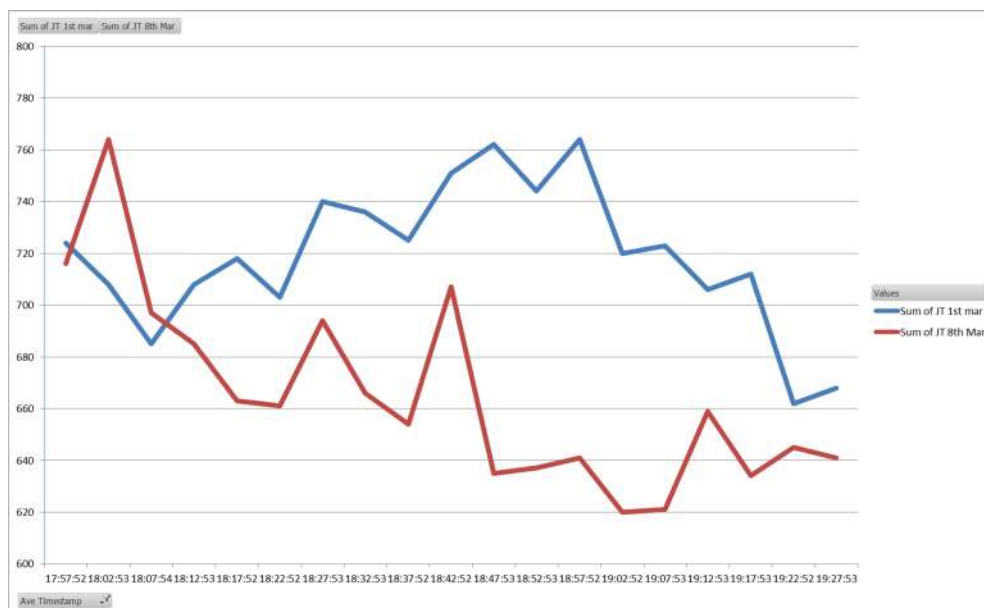
Location	2022 Baseline	7,000 Double Event	17,000 Event Do Minimum	17,000 Event Do Something
A38 Gloucester Road, north of Monks Park Avenue	719 NB 1019 SB	770 NB 1006 SB	806 NB 1020 SB	764 NB 1026 SB
Toronto Road, east of Gloucester Road	320 EB 303 WB	313 EB 304 WB	323 EB 313 WB	322 EB 312 WB
Wessex Avenue, east of Gloucester Road	232 EB 164 WB	233 EB 190 WB	229 EB 202 WB	229 EB 190 WB
Filton Avenue, north of Muller Road	388 NB 338 SB	415 NB 349 SB	417 NB 337 SB	408 NB 343 SB
Filton Avenue, north of Toronto Road	336 NB 524 SB	336 NB 565 SB	336 NB 538 SB	335 NB 540 SB
Kellaway Avenue, west of Gloucester Road	397 NB 614 SB	411 NB 643 SB	384 NB 609 SB	387 NB 607 SB
Muller Road, south of Filton Avenue	888 SB 614 NB	882 SB 638 NB	884 SB 640 NB	879 SB 632 NB
Monks Park Avenue, west of Gloucester Road	364 EB 396 WB	362 EB 413 WB	369 EB 380 WB	369 EB 383 WB
B4056 Southmead Road, north of Pen Park Road	910 NB 1040 SB	952 NB 1184 SB	973 NB 1092 SB	957 NB 1083 SB
Pen Park Avenue west of Southmead Rd	755 SB 851 NB	786 SB 937 NB	758 SB 868 NB	753 SB 861 NB
B4056 Southmead Road south of Pen Park Road	671 NB 664 SB	691 NB 729 SB	734 NB 685 SB	723 NB 687 SB
A4018 Wyck Beck Road, north of Crow Lane	1225 NB 1143 SB	1221 NB 1149 SB	1231 NB 1143 SB	1220 NB 1143 SB

Locations of material impact – **5-10% increase in traffic**, **10%+ increase in traffic**

- 2.5 When reviewing the above analysis, it must be borne in mind that the **GBATS-SATURN** tool represents only a single hour (**17:00-18:00**) within the evening peak period, despite weekday congestion occurring along the network between 16:00 and 19:00.
- 2.6 Secondly, and as confirmed in previous comments, only **15%** of arena traffic is forecasted to use the highway network during the 17:00-18:00 period, with around double this figure (31%) arriving between 18:00 and 19:00 and a further 31% arriving between 19:00 and 20:00, as quantified in *para 3.27* of the previous response.
- 2.7 Journey time data obtained from BCC Highway Network Management for the Massive Attack concerts held at Filton in March 2019 provides an indication of how the holding of a major event at this location effectively extends the duration of the peak hours of demand across a longer period as illustrated below.

Extension of Peak Hour Conditions - A38 Average Journey Times

Friday 1st March 2019 (Massive Attack concert) vs Friday 8th March 2019 (no event)
Stokes Croft – Filton Avenue, period between 17:57- 19:27 hours – (y-axis = time in seconds)



2.8 The above findings indicate how journey times increased along the A38 beyond 18:00 as a result of the Massive Attack concert in contrast to a non-event day where journey times reduce from this point onwards as the evening progresses. The impact of this extension of the peak period of demand is the consequential extended periods of congestion and reduced air quality, increased bus journey times (and therefore unreliability) and localised impacts where background traffic attempts to avoid the main route, generating increased traffic along residential streets. An average additional delay per vehicle of two minutes is considered by TDM to be a significant and material impact where it occurs on an already congested network.

2.9 For clarification purposes, the table below illustrates the number of new trips that are forecast to be generated across the overall highway network for a 17,000 capacity weekday evening event, confirming how the level of development traffic during the hours of 18:00-19:00 and 19:00-20:00 is approximately double that of the traditional peak hour period of 17:00-18:00 captured in the GBATS-SATURN model.

Development Traffic Arrival Profile

Time Period	Vehicle Trips (including Park and Ride traffic)			Percentage
	2022 Do Minimum	2022 Do Something	2036 Do Something	
16:00-17:00	236	205	157	5%
17:00-18:00	708	614	472	15%
18:00-19:00	1464	1269	976	31%
19:00-20:00	1464	1269	976	31%
20:00-21:00	331	287	220	7%
TOTAL	4,723	4,093	3,149	

- 2.10** The A38 VISSIM microsimulation model covers a two –hour period (16:30-18:30) and was required to be utilised for precisely this reason, in addition to its ability to scrutinise the highway network in much greater detail. Following its extension (see below), the baseline A38 VISSIM model (which was calibrated to 2016) was considered robust and fit for purpose in order to test the impacts of the development in question.
- 2.11** The above model was extended at the request of TDM to include the Gloucester Road / Toronto Road / Monks Park Avenue signal junction and the Southmead Road / Pen Park Road / Monks Park Avenue dual mini-roundabout, as reported previously in **para 3.29** of the previous response. These locations, and the arms leading up to them currently experience considerable congestion at peak times and are therefore sensitive to increases in traffic, for which congestion often increases exponentially, as opposed to a linear increase – for example, where an additional twenty vehicles join the end of a queue, the overall increase in queuing will become greater than twenty given the additional delay that each vehicle generates. TDM’s particular concern in this respect relates to public transport unreliability and negative environmental knock-on effects in residential areas.
- 2.12** Within the Transport Assessment Addendum (TAA) submitted in January, further analysis is provided of the VISSIM modelling, where the supporting commentary assesses the ability of the model (and therefore the future highway network) to accommodate levels of traffic that are forecast in each of the development scenarios. Within the TAA, **paras 3.3.6-3.3.7** make reference to latent demand – i.e.. traffic that is unable to enter the VISSIM-modelled network as a result of congestion. The analysis below relates to the entirety of the VISSIM-modelled area.

3.3.6 Table 3.2 highlights that a significant amount of Latent Delay is forecast in the 2022 ‘with Arena’ Scenarios and also in the 2036 ‘Reference’ and ‘Do Something Scenarios’. Again, the ‘Everyday’ Scenario sees the biggest change relative to the ‘Reference Case’

3.3.7 Table 3.3 shows that in the 2022 ‘Reference Case’ the Latent Demand is minimal. All other scenarios show significant latent demand..... with latent demand even higher than in the 2036 Scenarios. Furthermore, the results show that with each hour modelled, the latent demand gets higher, suggesting the network does not recover during the modelled time period.

- 2.13** A summary of the above analysis is provided in the table below.

A38 / B4056 VISSIM model Total Network Delay Statistics – Evening Peak Period 16:30-18:30

Hour Beginning	2022 Do Minimum	2022 Do Something	2022 Double Event	2036 Do Something
	Total Network Delay Change	Total Network Delay Change	Total Network Delay Change	Total Network Delay Change
16:00	15%	15%	82%	9%
17:00	35%	35%	219%	15%
18:00	72%	65%	383%	29%
Average	43%	41%	241%	19%

- 2.14** These impacts are particularly concerning and cannot be overlooked, representing a material worsening of conditions on Bristol’s highway network, specifically along the A38 Gloucester Road and the B4056 Southmead Road at times when events occur.

TDM Response to Transport Assessment Findings

- 2.15** TDM, alongside SGC and HE has insisted on an increased package of highways and transport measures over and above those already proposed and confirmed in the previous TDM comments in **2.1 paras a) – j)** that mitigate this situation in order to minimise these impacts going forward. These are summarised below and referred to later.
- **The funding and design of an Intelligent Transport Network, including but not limited to: active CCTV monitoring, potential Urban Traffic Control (UTC) and SCOOT network management, increased Variable Message Signage (VMS), signal junction upgrades and collaborative Control Centre management between HE, SGC and BCC.**
 - **The funding of a Southmead-area study to assess in greater detail traffic routing and behaviour to provide recommendations and designs on area-wide improvements.**
 - **Increasing of the number of rail users to the site through increased rail station capacity and/or service frequency and event-specific rail ‘shuttle’ services.**
 - **Public Transport / Shuttle Bus / Park and Ride bus priority within the CPNN site**
 - **Shuttle Bus and Park and Ride services for 7,000 capacity events upwards**
 - **Dedicated and permanent Arena Public Transport facilities in the City Centre**
 - **Funding of additional Public Transport where current / future services are unable to meet arena demand, or are unviable without financial support.**
 - **The funding of Walking and Cycling Improvements**
 - **The funding of an Event-Day Residents-only Parking Scheme**
 - **Failsafe Travel Plan Penalties, payable upon failure of TP to meet mode share targets.**
 - **The avoidance of clashes with major events nearby i.e.: Bristol Rovers matches and International Cricket fixtures / concerts at Gloucestershire County Cricket Club.**
 - **The setting up of a Transport Steering Group to meet regularly, including members of HE, BCC, SGC, Network Rail, YTL & the West of England Combined Authority (WECA).**
- 2.16** It is recognised several of the above interventions result in wider benefits to the local area and are therefore arguably required to meet wider growth in the future, particularly with regards to rail provision, network management, walking and cycling and bus priority. Similar to other venues elsewhere in the UK, the funding of some of the above infrastructure, particularly rail cannot be secured entirely through the planning process.
- 2.17** Nevertheless, the arena proposals have been demonstrated to generate material and acute impacts on the highway greater than that of neighbouring developments, given that these proposals deposit up to 17,000 visitors to and from the highway and public transport networks within a single 2-3 hour period prior to an event and in a single 1-hour period following it. Furthermore, the submitted arena events schedule forecasts the staging of 130no. 7,000+ capacity events annually. TDM cannot consider such impacts to be occasional or negligible.

On-site Arrival and Departure Infrastructure

- 2.18** The safe arrival and departure of spectators from the venue is critical. It must also serve to encourage, rather than prohibit or obstruct those who are wishing to travel to and from the venue by sustainable modes. The infrastructure, as approved for the approved outline application for the airfield will therefore require in the future to be adapted / revised to accommodate up to 11,890 arena spectators catching trains, coaches, buses, taxis, shuttle buses and park and ride services at the same time. Conflict would therefore be inevitable where this not got right. This is critical to the success of the transport package, the visitor experience, and arguably the success of the arena and therefore needs to be designed for.

Transport Hub

- 2.19** A multi-modal 'Transport Hub' was identified within the ground and first floors of the 1,500 capacity car park established as part of the airfield outline planning permission. However, no details were provided for this at submission as it is outside of the red line boundary of this planning application. This was a matter of concern for TDM as it had not been demonstrated that the space allocated was fit for purpose and would accommodate demand.

- 2.20** It has therefore been crucial for TDM to insist upon greater level of detail being provided on how a design for a multi-modal transport hub could operate. The applicant has subsequently provided an indicative arrangement for how the ground floor of the car park will look. The submitted drawing **M000527-2-1-DR-004 Rev A** provides some detail of the ground floor, as follows:

- Vehicular Access / Egress
- Dedicated bays for 5 Park and Ride buses to board / alight at a time
- Dedicated bays for 5 City Centre Shuttle buses to board / alight at a time
- Dedicated bays for up to 10 coaches (with 5 boarding alighting at a time)
- Waiting (holding) bays for a further 44 buses to wait at a time.
- Priority for buses / coaches ahead of car access to / from the car park
- Associated circulation turning space for vehicles
- Safe waiting / queueing space for passengers

- 2.21** The above drawing indicates how the above provision alongside the proposed railway station could look. It is therefore necessary to reference this drawing in a condition for indicative purposes alongside an itinerary of requirements for this space to ensure that such facilities are delivered as part of the car park. There are however two matters that, at present are unclear:

- **The timescales for delivery of the transport hub.** The applicant has sought from SGC a temporary permission for up to 2,000 car parking spaces (to include 500 staff and disabled spaces) on the site of the current runway. It is understood that there will be a time limit imposed on this application of 10 years from the date of the application. Assuming a 2023 opening year, the transport hub can therefore expect to be delivered no later than 2030. TDM would be concerned with the effectiveness of the transport hub in encouraging sustainable transport were the temporary facilities to be in place for this length of time.

- **Drop off movements** - it remains to be demonstrated whether the first floor of the car park can accommodate the 630 drop-off / pick up movements forecast as part of a 17,000 event. Given the problems this either could cause on the highway (i.e. safety / public transport delay), it is therefore necessary to condition this provision alongside that of the ground floor, alongside an area suitable for use by the 850 taxis that a maximum-capacity event is forecast to generate.

Filton North Railway Station – current design

- 2.22** It is recognised that the proposed MetroWest 2 rail service frequency is unlikely to be fit for purpose to serve the level of acute demand that could be generated, and therefore should be encouraged by rail. This would fail to maximise access to the site by rail and would be contrary to **paragraph 110** of the **NPPF**.
- 2.23** The current MetroWest 2 package for Filton North station was conceived prior to the Arena proposals and includes hourly trains that comprise a three-carriage service and therefore a maximum of around 300 passengers at any one time (1.7% of total demand for a 17,000 maximum-capacity event). This **Do Minimum** scenario would provide only a single 300-capacity train at the end of an evening event before services terminate.
- 2.24** TDM’s central concern – as demonstrated by the modelling (referred to below) is that where any more than 510 visitors attempt to board what is likely to be a single train, they will not be able to do so and will be turned away regardless of whether they have a rail ticket, generating overcrowding around the station and potentially missing onward rail connections. This is not acceptable in planning policy terms and risks attracting substantial negative publicity.
- 2.25** TDM is concerned that without intervention, the rail strategy would therefore be to effectively ‘manage down’ rail use to avoid overcrowding, rather than to manage-up the demand to help deliver on reducing congestion and other negative environmental impacts. This is not an acceptable outcome. The applicant concurs that this is not in their best interests or that of the wider area and has expressed willingness and best endeavours to work with BCC, SGC and WECA to avoid this situation.

Filton North Railway Station - enhancements

- 2.26** The applicant forecasts that 510 rail passengers will attend a 17,000 event in the 2022 opening year Do Something scenario (increasing the rail mode share from 1% to 3%). This would rely upon increasing rail services by a further 2 carriages from what is currently envisaged. BCC, SGC, and WECA require the applicant to contribute financially to increasing this capacity once the implications / costs of this are fully known in addition to the provision of event ‘shuttles’ as provided by other venues.
- 2.27** In response to this, the applicant has modelled a scenario using LEGION crowd dynamics software, based upon 2,040 arena visitors (a 12% mode share) arriving at the station up to an hour after an event and held in 500-capacity ‘pens’ before being allowed onto the platform to catch one of four 500-capacity trains, assuming a theoretical 15-minute frequency.
- 2.28** TDM recognises that to increase either rail services or platform lengths / station capacity is not a straightforward matter and unlikely to be resolved over the course of this planning application, given the reliance on third parties including rail operators and regulators and the mechanisms necessary to secure it. A financial contribution will therefore be sought at a later date.

City Centre Shuttle buses

- 2.29** As part of the previous Massive Attack concerts, the applicant in conjunction with BCC arranged for the management and provision of shuttle-bus services from Bristol City Centre to Filton to carry passengers to and from the Massive Attack concerts via a route comprising The Centre, Redcliffe Way, Bond Street and the M32. This was successful in terms of numbers, but resulted in large queues forming along the city centre promenade and at other stops, for which existing scheduled buses / passengers needed to be relocated. This resulted in the need for additional space to be allocated for queuing passengers and BCC staff resource to manage.
- 2.30** The above situation comprised a one-off event and may have been tolerable for two days in one year. However, as part of these proposals, the applicant is intending to run 130 events each year with a 7,000 or more capacity, resulting in much more regular demands being placed on city centre infrastructure (up to three times a week) that cannot be accommodated without severe disruption to other services, risking the safety and convenience of *all* bus passengers in the city centre.
- 2.31** The applicant's transport strategy and mode share target of 16% for this mode equates to 2,720 City Centre shuttle passengers and is therefore required to fund entirely the provision of two arena-specific bus stop facilities in central Bristol. These would comprise the necessary and minimum requirements of high capacity bus services, including maximum length shelters, real time information, lighting, seating, display cases, and all associated civil engineering works, including ducting, raised kerb platforms, concrete landing pads and associated TROs.

Park and Ride (P&R)

- 2.32** As with the City Centre shuttle buses, the applicant's transport strategy relies on around 2,000 park and ride spaces to serve 30% of arena visitors approaching the site, largely from the motorway network. This equates to a 5,100 visitors (1,889 cars) for a 17,000-capacity event. The P&R locations are identified as follows, and are strategically chosen in order to effectively intercept trips that approach from the motorway network to avoid congestion in the local area.

Park and Ride Locations

No	P&R Location	Arena Visitors routing from	Total Number of spaces	Spaces required for arena use	No. of P&R Passengers (2.7 per vehicle)
1	The Mall, Cribbs Causeway	M5 (N)	6,900	500	1,350
2	Parkway Station	M4 (E)	1,883	300	810
3	Lyde Green Park and Ride	A4174 (E)	246	246	664
4	Portway Park and Ride	M5 (S), M49	500	500	1,350
5	M32 (UWE)	M4 (E), M32	2,300	343	926
Total			11,829	1,889	5,100

- 2.33** TDM considers the selection of these sites to be broadly sensible in that they are geographically spread to offer a viable P&R option for those approaching from each direction of the motorway network. For trips originating within the BCC urban area, visitors would be required to select a public transport option at the point of ticket purchase, either by rail, the city centre shuttle bus service or local (i.e.: MetroBus) services, both of which will serve the arena directly. Walking and Cycling is also a realistic mode for some visitors and this is covered later.

Shuttle Buses and Park and Ride – Requirements

2.34 A number of key factors emerge when considering the Park and Ride and Shuttle bus services:

Minimum requirements P&R and Shuttle Bus Services

- i. Firstly, and in order for the development to meet its mode share targets, TDM requires these services to be provided at all events that attract a minimum capacity of 7,000 or more. It would not be acceptable, as has been suggested for a 12,000 event not provide P&R, or a 14,000 event to not provide a City Centre shuttle. A sliding scale of provision has therefore been shared with the applicant, determining the minimum number of buses / P&R spaces required alongside the number of passengers expected in order to meet the mode share targets as set out by the applicant. For this to work, the applicant will be required to inform BCC, SGC and the car park owners of the capacity of the event prior to selling tickets to ensure sufficient provision can be arranged in time. The number of buses required for this level of service is shown below and is based upon the Massive Attack provision. This will be incorporated into the section 106.

Minimum Service provision of Park and Ride and City Centre Shuttle buses

CAPACITY OF EVENT *not the attendance	Park and Ride					City Centre Shuttle Buses		
	Mode Share	visitors	per car	Min. parking spaces	Min. no of buses (pre: post-event)	Target Mode Share	visitors	Min. No of buses (pre: post-event)
17000	30%	5100	2.7	1889	21:54	16%	2720	37:93
16000	30%	4800	2.7	1778	20:51	16%	2560	35:88
15000	30%	4500	2.7	1667	19:48	16%	2400	33:82
14000	30%	4200	2.7	1556	17:45	16%	2240	30:77
13000	30%	3900	2.7	1444	16:41	16%	2080	28:71
12000	30%	3600	2.7	1333	15:38	16%	1920	26:66
11000	30%	3300	2.7	1222	14:35	16%	1760	24:60
10000	30%	3000	2.7	1111	12:32	16%	1600	22:55
9000	30%	2700	2.7	1000	11:29	16%	1440	20:49
8000	30%	2400	2.7	889	10:26	16%	1280	17:44
7000	30%	2100	2.7	778	9:22	16%	1120	15:38

- ii. In the event that any of the above is found to be inadequate, adjustments / changes to this provision will be agreed through the Transport Steering group, in liaison with bus operators.

Bus Specification

- iii. It is BCC and SGC's requirement that every P&R and Shuttle bus will be required to: be linked to the Real-Time passenger information (RTPI) system; benefit from RTPI displays at both ends of the journey; have a minimum capacity of 70 passengers, and be compliant with the Euro 6 emissions standards. This is the minimum that we should expect for public transport passengers and there is no reason this should not apply to arena visitors whose experience of the Filton Arena will not be solely confined to the event itself. The applicant will also be required to demonstrate satisfactory passenger facilities at each of the P&R sites to include bus shelters, seating, lighting, real time information displays, toilets, EV charging facilities and bus kerbs to allow easy access onto P&R services.

Portway Park and Ride

- iv. It should be noted that of the five P&R sites selected, only one of these (Portway) is in BCC ownership. Whilst there is a reasonable argument that arena demands on the P&R sites compliment (and fall outside) the predominantly daytime demands of P&R sites, this does not apply to daytime events and is not a risk that BCC should take, as it would severely deplete the capacity of Portway P&R should BCC wish to extend its hours of use in the future. Furthermore, and following implementation of the forthcoming railway station at this location, the site becomes much more attractive for trips to the city centre - which is the primary objective of the P&R site.
- v. For BCC to be able to allow the applicant to use Portway P&R it cannot ring-fence all of its 500 spaces for exclusive arena use 130 times annually. Much like the City Centre shuttle requirement, the applicant is therefore required to provide a contribution towards the expansion of the Portway Park and Ride car parks to ensure that BCC can grant the exclusive use of up to 500 spaces to the applicant.

Cribbs Causeway (The Mall) Park and Ride

- vi. It is concerning to each of the highway authorities that very little controls exist now (or potentially in the future) to prevent visitors from parking at Cribbs Causeway, the Vue Cinema, or any other of the surrounding retail parks and simply walking to the arena. It is understood that The Mall car park currently closes its barriers at 21:00. It may however be the case that such operators impose parking controls to prohibit this.
- vii. Therefore, in order to rely on the stated 500 spaces, the applicant will be required to enter into an agreement with The Mall that allows for the 500 spaces to be effectively managed so that only those with a valid arena P&R ticket can enter, and secondly, that barrier controls are managed to allow visitors back out after an event, whilst the remaining 6,400 remain gated at 21:00, as at present. BCC, SGC and HE will need to see evidence of this agreement and operation prior to any events at the arena.
- viii. The risk to this operation is that these matters are not within any of the highway authorities' control. Secondly, any unquantified demand (particularly at The Mall or

other surrounding car parks) will not have been taken account of as part of the Transport Assessment scoping or outputs.

Parkway Station Park and Ride

- ix. As with The Mall, this Car Park is operated by a private company and therefore not within any of the Highway Authorities' control. The securing of spaces would need to form a separate agreement between the applicant and the operator, and again evidence will require to be presented to ensure that the use of this car park is secured.
- x. On a related matter, TDM understands that some investigation has been made towards the ability to provide a passenger rail line between Parkway Station and Filton North which would effectively convert this to a Park and Rail and also potentially serve the wider Cribbs Patchway New Neighbourhood (CPNN). The rail link is currently a freight-only route and therefore would require substantial upgrading to track, signalling, points and other infrastructure. The investigation found that the upgrading to a passenger line is of a cost that is unable to be secured by this planning permission. It may however be something that can be considered in the future, but is not considered to be deliverable in the short-medium term and in the current funding climate.

Lyde Green and M32 (UWE) Park and Ride

- xi. As with The Mall and Parkway Station, the securing of spaces in these car parks would need to form a separate agreement between the applicant and the operator, and again evidence will be required to be presented to ensure that the use of these car parks are secured.

Future changes to Park and Ride provision

- xii. From time to time it may be necessary to alter, improve or expand the provision of Park and Ride facilities in the interests of meeting the 30% P&R mode share target set out by the applicant. For instance, where new P&R sites are delivered or sites become unavailable, a mechanism is necessary through the Transport Steering Group (considered later) that seeks to enhance (rather than argue down or diminish) the offer. The applicant indicates there are up to a further twenty sites that could be used, but these have not been shared and therefore cannot be assumed to be acceptable.
- xiii. Therefore some flexibility is required to allow for the applicant to consider more appropriate sites, whilst BCC, SGC and HE will need to ensure that any changes to the established schedule does not inhibit or discourage Park and Ride use in the interests of protecting the highway network from additional congestion.
- xiv. Further to the above, in the event that a change to the geographical extent of available P&R is proposed, this could trigger the need to undertake additional transport modelling. Each of the highway authorities are therefore in agreement that an established process needs to be followed for the consideration and selection of alternative sites, should changes be required in the future and that such changes are

ultimately up to the applicant to demonstrate to the highway authorities' satisfaction that any changes do not serve to discourage the use of P&R or generate unacceptable impacts. The above process will form a planning obligation / condition.

Ticket Purchase / Travel interface

- 2.35** It is of critical importance that given the deliberately low levels of parking on site and the need to minimise highway impacts, that visitors to the arena are given the easiest, convenient and most cost-effective public transport alternatives to reach the site. For this to work, BCC, SGC and HE require as many visitors as possible to be locked into travelling by sustainable modes at the point of ticket purchase.
- 2.36** Following the previous request for further information on this matter, the applicant has undertaken some further work and produced an Event Ticket Sales Strategy, found within **chapter 14** of the Transport Assessment Addendum (TAA) submitted in January. Within this strategy, it is outlined how spectators purchasing event tickets are then given a range of transport options, indicating the relative journey time, frequency, location and cost of each travel option available to them. Following this the visitor then proceeds to the final payment screens where the ticket and travel are then secured through a single payment.
- 2.37** The above process will require full control of the ticketing interface by the applicant, for which TDM is informed will be the case, given that the arena is proposed to be an owner-operated venue. This is important and will need to form a planning obligation, referencing the Venue Hire Agreement arrangements set out in **para 15.1.2** of the TAA. It is however encouraging that spectators are advised to consider their travel at an early date. This in turn gives useful early information about demand and whether the venue is likely to reach its mode share targets. It will also give an early warning for any modes of travel that are not attracting sufficient interest.
- 2.38** In the event that a spectator proceeds to the ticket purchase page without selecting or purchasing a travel option, they are sent an email a week before the event that serves as a reminder that they are yet to choose / purchase their travel to the arena and would again set out the range of options alongside costs and journey times, encouraging them to purchase travel. In either of the above events, the visitor is sent travel information and a venue map, informing them that there will be no parking available on the day (unless pre-booked) and the area is surrounded by an event-day residents' parking scheme.
- 2.39** In terms of pricing, it is critical that the modes of travel that generate the greatest impacts (i.e. private car travel) are also the most cost-prohibitive. The applicant has set out how the 1,500 space on-site car park will be the most expensive option, followed by: the closest Park and Ride (The Mall); Parkway and UWE Park and Rides; Portway and Lyde Green Park and Rides, with the City Centre Shuttle buses being the cheapest bespoke travel option. The pricing strategy will need to be agreed by BCC, SGC and HE prior to the selling of any tickets at the venue, with the potential for coach travel also accounted for and included within the travel-booking interface.

Walking and Cycling

- 2.40** Any walking and cycling to the site is currently confined to the A38, which TDM consider is an inhospitable and potentially dangerous route when considering the behaviours of mass numbers of spectators approaching an event, which becomes more magnified at the end of an event as spectators depart en masse. Cycle routes in this area are generally confined to shared

footways and this is not representative of current thinking with regard to the need to encourage and increase walking and cycling. The current deficit of active travel opportunities in this area is further heightened by the presence of the railway line, the Airbus site and the Filton Golf Course which serve as significant barriers to movement from the south.

- 2.41** Whilst high quality and direct walking and cycling linkages will in time form an intrinsic part of the wider airfield redevelopment, this does not override the need to improve and upgrade what is currently a paucity of adequate and sufficient quality walking and cycling infrastructure to the south of the site.
- 2.42** The applicant's approach to walking and cycling is somewhat contradictory in that the TA illustrates in Figure 3.1 that a substantial part of the urban area is located within a reasonable cycling distance of 20 minutes, yet the only identified formal cycle routes within the BCC area are Concorde Way (between St Werburgh's and Filton Avenue North), the route through Westbury Village (between The Downs and Henbury) and others within South Gloucestershire, as described above.
- 2.43** The above analysis leaves a significant gap of dedicated provision to the south, between the site and the areas of Brentry, Henbury, Southmead, Westbury, Henleaze, Redland, Horfield, Bishopston and Lockleaze that, despite being within a reasonable cycling distance have no direct and convenient cycle route to the site that doesn't involve either sharing heavily trafficked roads or busy footways (at the time of an arena event), in each case generating the conflict that serves to deter cycling and walking.
- 2.44** Referring to the 2011 census population data, the above areas comprise a population of around 93,000 residents and therefore it is not accepted that cycling to the venue should be overlooked on the basis that most events will finish at night time. The only barrier this should present is the need to deliver safe, secure and lit routes, to go with the safe and secure (and covered) 500+ cycle parking facilities on-site which will require to be conditioned and will lie empty (with the operator seeking their removal) if no improvements are made to the surrounding area. This would represent an unacceptable failure of the applicant to meet policy requirements.
- 2.45** At 850 visitors (5% mode share), rising to 1,360 (8%) in 2036, the active travel percentage is nevertheless greater than the number of residents that are expected to travel by rail. TDM do not consider this a reason for this matter to be overlooked, given the demonstrable and material impacts on the local highway network that are forecasted to occur alongside the policy requirement to maximise access by active travel in the interests of improving health.
- 2.46** TDM has shared with the applicant a piece of work undertaken previously by BCC to assess existing walking and cycling linkages to the airfield from areas within the BCC boundary to the south. Within this document are a number of suggestions to better connect and knit the wider CPNN development into the existing urban area in the interests of encouraging healthy and active travel.
- 2.47** Access to the site by walking and cycling from the south is currently very poor (an unsurfaced, unlit public right of way crosses the Filton Golf Course), or is along or alongside unhospitable and heavily trafficked routes. Whilst it is acknowledged that there will be no public access to the building directly from the south, access through to the site from Charlton Road by foot or by bike and via the airfield development (also owned by the applicant) will be possible. TDM recognises this is as much a wider CPNN issue as much as it is an arena issues and therefore

requires a financial contribution towards improving cycling facilities along Charlton Road and in the area of Southmead. This is intended to compliment the £2.875m (2014 prices) BCC has agreed with SGC to provide improvements to this area as part of CPNN.

Travel Plan Targets and Failsafe Penalties

- 2.48** TDM welcomes the ambitious mode share targets that have been presented as part of the development proposals (with the exception of that for walking and cycling) but recognises that if these percentages were to not be achieved, further investment would be required in the sustainable travel infrastructure and options available to all visitors and employees.
- 2.49** A series of failsafe triggers have been agreed between BCC, SGC, HE in addition to a Travel Plan monitoring fee. The triggers are reflective of the requirements of the travel plan, and the responsibilities of the applicant to deliver the travel plan, to monitor the modes of travel used to reach the arena for different events, to report these findings and the need to take action where the mode share targets are not being met through the Arena Transport Steering Group. The agreed mode share targets for the opening year onwards are as set out in **Table 10.8** of the TA and are repeated below.

Arena Event Mode Share Targets

Scenario / Mode share	Car				Coach	Rail	Bus	City Centre Shuttle Bus	Taxi	Ped Cycle
	Park on Site	Park and Ride	Pick up / dropped off	On street parking						
Do Something	25%	30%	10%	0%	3%	3%	3%	16%	5%	5%

- 2.50** The applicant will be obligated through the section 106 agreement to meet these mode share targets with the penalty clauses requiring payment for BCC / SGC to either undertake or commission work on the applicants behalf as a result of any of the following:
- **Failure to complete monitoring to agreed methodology**
 - **Failure to meet vehicle mode share for each class of Event in any year during the travel plan, requiring:**
 - **a review of event traffic management plan, parking policy and onsite parking charges to be agreed with the LA**
 - **the funding of an off-site parking survey to understand any unintended consequences in terms of parking behaviour**
 - **Failure to arrange and attend regular travel plan steering group meetings as part of the travel plan audit may result in failure of the travel plan audit for that year.**
 - **Failure to provide evidence of compliance with any action plan measure within 15 working days of being requested**
 - **Failure of the Travel Plan audit in any given year**

- 2.51** Any funds drawn down will be repurposed to support the travel plan objectives at the discretion of the Transport Steering Group which will have ultimate power over the agreed way forward. This will require agreement from the Steering Group and can be spent on further travel plan measures or for improvements to the local transport network.

3.0 FURTHER TRANSPORT INTERVENTIONS

- 3.1** This section of the report comprises the matters listed in *para 2.15* that were not subject to requests for further information, but are considered to be necessary and directly linked to the development and therefore require consideration here. These matters, as above have been subject to detailed discussions between TDM and counterparts at SGC, HE and the applicant over the preceding weeks.

Intelligent Transport Network

- 3.2** This application generates impacts that require the highway network surrounding this site to be substantially upgraded to manage and respond to the demands generated by an arena. Highway officers at BCC, SGC and HE have been discussing the need to properly monitor the highway network when events are held. The majority of the area around the development is not currently subject to central control, CCTV oversight or the ability to adjust signal timings, re-route traffic, divert public transport or provide driver information through Variable Message (VMS) signs before or after an event, or respond to events happening elsewhere that cause a knock-on effect.
- 3.3** 3. This intervention becomes critical to managing the A38 and adjoining junctions / routes at the time of an event. It also becomes even more valuable where incidents occur away from the venue – i.e.. on the M5 where traffic on the local network can be seriously delayed by diverting traffic, or where the seasonal demands generate serious congestion at Cribbs Causeway.
- 3.4** 4. TDM recommend that to not incorporate modern technology to deal with these impacts would represent a failing in the duty of the highway authorities to minimise congestion and maintain a safe and efficient highway network as one rather than three separate entities.
- 3.5** To upgrade the current highway network to incorporate current technology, most notably fibre optic communications would allow the authorities to:
- **deliver / extend existing bus priority measures;**
 - **deliver / extend the existing bus real-time information system;**
 - **allow signal junctions to communicate with one another to maximise the efficiency of the network;**
 - **undertake CCTV surveillance to understand and manage in real-time traffic and public order incidents and congestion as it occurs;**
 - **communicate with other networks – ie: Highways England**
 - **co-ordinate responses to sudden and additional demands.**

- 3.6** Serious investment has already been made by BCC in recent years to develop the traffic control centre at Temple Street along with the BNET communications network, whilst similar facilities are available to the HE. In order to utilise such facilities for their intended purpose, significant upgrades are required to the highway network around the site. However, this can only be implemented with the necessary funding and in agreement with neighbouring highway authorities. Whilst the applicant may be able to manage what happens in and around the airfield, it is not their responsibility (or within their ability) to manage traffic and incidents taking place on the highway network.
- 3.7** A contribution is therefore required towards a wider-scale study and the modernisation of the highway network across an area which can be broadly described as follows:
- **M5 Junction 16, Aztec West roundabout and the A38 between the M5 and Toronto Road, Horfield**
 - **M5 Junction 17 and Cribbs Causeway, Hayes Way, Gipsy Patch Lane, Lysander Road and Merlin Road**
 - **B4056 Southmead Road, between the A4174 Ring Road and Pen Park Road**
 - **Filton Avenue North, between the A38 and the A4174 Ring Road**
- 3.8** The design will be informed by, but not be limited to: the reviewing and adaptation of any existing transport models, the undertaking of further survey work, as appropriate to inform the above models; further development impact and scenario testing as necessary, the publishing of a report, setting out recommended options going forward and the agreement of its findings between BCC the HE and SGC to an agreed way forward.
- 3.9** The agreed design will be implemented and open to traffic in time for the first event at the site in accordance with findings of the report and could include, but not be limited to:
- **Terms of reference between Highway Authorities on matters of Network Management**
 - **An agreed strategy for the management of different scale events occurring at the development site**
 - **The delivery of a communications network for the management of junctions, cameras and permanent / temporary signage**
 - **Highway infrastructure improvements as recommended by the design including:**
 - i. **Appropriate an reliable signal hardware able to communicate and be remotely managed, including signal heads and controllers**
 - ii. **Potential linkage between signalised junctions**
 - iii. **Additional CCTV / ANPR cameras or similar**
 - iv. **Measures to enable control centre management**
 - v. **The cutting of new inductive loops and ducting to suit**
 - vi. **Junction realignment and adjusted kerbing to take account of revisions**
 - vii. **Variable Message signs or similar to enable efficient use of the network and allow for managed routing scenarios.**

Southmead Area Impacts

- 3.10** In addition to the problems of potential overspill parking (covered below) the area of Southmead is demonstrably impacted by the arena proposals, given the extended queues as represented in the modelling supplied by the applicant.
- 3.11** To take account of this, and any revisions to Network Management Study referenced above, the funding of a Southmead-area study is also considered necessary for BCC to assess in greater detail traffic routing and behaviour to provide recommendations and designs on area-wide improvements, given that no designed or agreed scheme currently exists.
- 3.12** As mentioned earlier BCC has secured the agreement of SGC to provide **£2.875m** (2014 prices) of its section 106 income for CPNN specifically to address impacts in the Southmead / A38 area. In this instance it is considered that the arena forms part of a larger major development of CPNN and therefore, any interventions must have regard to the 5,700 new homes in addition to the impacts of the arena. A financial contribution from the applicant is agreed towards this.

Regular Bus Service viability

- 3.13** Notwithstanding the need to ensure sufficient passenger capacity for regular bus services is properly considered and subsidised, it is conceivable that the arena may be in operation prior to the delivery of certain future bus routes, given that the build programme for the arena (at 2-3 years) is significantly shorter than a fully built-out CPNN. Whilst the arena will increase patronage on bus services adding to viability of future additional service provision, the Transport Steering Group will closely monitor this and potentially bridge any gaps in demand through a financial contribution towards delivering additional services and/or duplicate services to meet the demands of the development.

Avoidance of other events (Bristol Rovers, Gloucestershire County Cricket Club)

- 3.14** Due to the detrimental environmental effect that the impacts of two large events can have on the surrounding area TDM has insisted that no events at the arena can take place on a Saturday afternoon between specific times. This is not only to avoid worsening an already congested A38, Muller Road and Filton Avenue in the immediate run-up to and aftermath of a Bristol Rovers or international cricket match, but also in the interests of the detrimental effect this has on public transport journey times and bus patronage and capacity in the Gloucester Road area.
- 3.15** For these reasons it is not considered sensible to allow these clashes to occur. It would lead to worsening air quality, defeat the aims of the arena public transport strategy and generate problems for emergency services. Furthermore, international cricket matches are also heavily reliant on temporary bus services to serve park and ride facilities around the north fringe and this therefore becomes a problem for each use to develop its transport strategies.
- 3.16** Saturday and Tuesday evening events in every month except June and July must therefore be restricted in terms of their timings unless otherwise agreed by Bristol City Council as follows, based on the standard 3pm and 19:45 kick offs, respectively.

- **Saturday Events must not finish between 13:00 and 15:00 & 16:30 and 18:30**
- **Saturday Events must not start between 13:30 and 15:30 & 18:00 and 20:00**
- **Tuesday Evening events must be agreed in writing with BCC prior to ticket sales**

- **Arena events must not clash with International Cricket fixtures and concerts at the County Ground, Nevil Road.**

3.17 To provide an example, where the applicant is intending to run two Saturday daytime events (assuming 2 hours), which often have two or more performances, these could in effect run between 13:00 – 15:00 and 17:00 – 19:00 without generating conflict with football traffic, as the major traffic impacts and public transport demands of the arena would be felt outside of the peaks generated by a football match, which are 13:00-15:00 and 17:00-18:30. An evening event could start no earlier than 20:30. The relocation of either of the two sports clubs would allow for this to be re-negotiated should this arise.

Event-Day Residents-only Parking Scheme

3.18 The applicant recognises the detrimental impact that major event venues can have on the lives of neighbouring residents and has accepted the payment of a financial contribution to BCC towards the consultation, design, installation and enforcement of an event-day residents only parking scheme to cover areas within a 20-minute walking radius of the development.

3.19 The exact geographical scope of the area is subject to further analysis and consultation and the provision of sensible, legible boundaries to the zone. However, both BCC and SGC requested that the area of scope be expanded to a 30-minute walking distance in order to form a sensible basis to inform the consultation and the potential boundaries of the zone. The indicative plan includes the residential areas closest to the site including the entirety of Brentry and Charlton Hayes, along with areas of Southmead, Filton, Henbury and Patchway.

Transport Steering Group

3.20 A Transport Steering Group is required as part of this development and it will be necessary to meet regularly to ensure that all steps are being made to reduce the impact of the arena, whilst ensuring the development meets its transport obligations. This will need to include members of BCC, HE, SGC, Network Rail, YTL & the West of England Combined Authority (WECA) and will assemble on a regular basis in order to enhance and adapt the transport offer to arena visitors going forward and insist upon interventions in the event that the Travel Plan fails to meet its targets. The exact Terms of Reference are intended to feature in the s106 planning agreement.

4.0 SUMMARY and CONFIRMATION OF TRANSPORT FINANCIAL OBLIGATIONS

4.1 As mentioned earlier, the success of the arena transport package will depend on obligations and conditions for which the applicant will be entirely responsible for, and those matters which are of a more strategic nature for which the wider sub-regional body (WECA) and the authorities themselves (BCC and SGC) will need to pool funding, given the wider benefits.

4.2 An assessment has been carried out of the list of infrastructure requirements in order to establish which of these, and to what extent, are required to directly mitigate the specific impacts of the arena development. It is only these elements of the infrastructure requirements that can be formally secured by the s106 agreement, in the form of financial contributions from the applicant. The total financial exposure from the applicants through the s106 agreement amounts to £3.65m, including Travel Plan penalties, whilst the total infrastructure package identified to be just over £5m. This does not however include future rail or bus investment.

4.3 In order to deliver this wider infrastructure package, the two councils and WECA will work together to meet the financial gap.

Issue	Requirement	TOTAL COST	% s106 contribution	YTL (s106)	BCC / SGC / WECA
Rail	Contribution towards potential expansion of Filton North Station subject to Transport Working Group to accommodate increased capacity where appropriate and agreed	UNKNOWN	SUBJECT TO ARENA MONITORING, TRAVEL PLAN PERFORMANCE AND DEMAND		
	Provision of Special Event 'shuttle trains', subject to a 'best endeavours' condition	UNKNOWN	PLANNING CONDITION		TBC
Highway Network Management	Installation of a fibre optic communications network (to convey fast broadband, Bus RTI, signal control and CCTV) to the Arena along Charlton Road (to connect the Arena) and along Southmead Road and the A38 to M5.	£1,250,000	25%	£312,500	£937,500
	Assessment of options, surveys, modelling, cross-party working to determine requirements for A38 / J16 corridor & Junction 17 area - one year consultancy sum	£200,000	50%	£100,000	£100,000
	Continuation of joint-working and training of control centre operatives, whether SGC / BCC or HE	£25,000	100%	£25,000	£0
	SCOOT / UTC or similar to be delivered, this could require upgrades to each signal junction	£100,000	50%	£50,000	£50,000
	CCTV Cameras on key points of route	£200,000	100%	£200,000	£0
	additional VMS signage within BCC 2x A38, 2x Southmead Road	£140,000	100%	£140,000	£0
	Junction 16 & Junction 17 scheme	UNKNOWN	PLANNING CONDITION		TBC
	additional VMS or similar within SGC signage subject to future study	£300,000	100%	£300,000	£0
	Network Impact Mitigation	Upgrade A38 / Toronto Rd signals	£10,000	25%	£2,500
A38 / Combination Ground junction - Signal equipment upgrade	£35,000	25%	£8,750	£26,250	
A38 / A4174 Filton Roundabout - signal equipment upgrade	£100,000	25%	£25,000	£75,000	
Southmead Road / Golf Course Lane - signal equipment upgrade	£150,000	25%	£37,500	£112,500	
Shields Centre Staggered Toucan Crossing - signal equipment upgrade	£25,000	25%	£6,250	£18,750	
Funding a Southmead area study to investigate solutions to development	£75,000	100%	£75,000	£0	

Public Transport Services	Financial Contributions: to MetroBus or other services if they were detrimentally affected / if additional costs of operation were incurred by the Arenas activities that couldn't be met on a commercial basis; contributions to bus services relied upon by the Arena if those services were not provided commercially	UNKNOWN	PLANNING CONDITION		TBC
Public Transport Priority	Management of bus gates along North-South link and TRO restrictions at San Andreas roundabout	PLANNING CONDITION			£0
Public transport Infrastructure	Contribution towards the expansion of Portway P&R to secure 500 spaces	£750,000	75%	£562,500	£187,500
	Funding of 2x large bus stop facilities in City Centre to provide Shuttle services to the arena	420,000	100%	£420,000	£0
	Funding of additional staff to resource the management of buses, crowds and highway network	£30,000	100%	£30,000	£0
	The delivery of passenger infrastructure across P&R sites as confirmed above	PLANNING CONDITION			£0
Walking and Cycling Infrastructure	Funding of cycling improvements along Charlton Road to the south west of the development	£300,000	25%	£75,000	£225,000
Parking Restraint Measures	Funding of the design, consultation and implementation of an Event Day Residents Parking Scheme across Brentry, Henbury, Southmead, Filton, Charlton Hayes	£750,000	100%	£750,000	£0
Travel Plan	Monitoring Fee, based on D1 / D2 / A1 / A3 / A4 / B1a @ £5,165 per use	£30,990	100%	£30,990	£0
	Monitoring Fee for SGC	TBC	100%	TBC	
	Penalty trigger - for every event that YTL fail to monitor to agreed scope (5 years)	£200,000		£200,000	
	Penalty trigger - per annum for failure to meet vehicle mode share for each event (5 years)	£100,000		£100,000	
	Penalty trigger - in the event of the above, triggers funding of off-site parking survey	£100,000		£100,000	
	Penalty trigger - Failure of the Travel Plan in any given year - BCC to undertake travel plan	£100,000		£100,000	

		TOTAL REQUIRED		YTL FUNDING	BCC / SGC / WECA FUNDING
	TOTAL BCC REQUIREMENTS	£1,755,990		£1,335,990	£420,000
	TOTAL SGC REQUIREMENTS	£610,000		£377,500	£232,500
	TOTAL CROSS BOUNDARY REQUIREMENTS	£2,525,000		£1,437,500	£1,087,500
	TRAVEL PLAN PENALTIES	£500,000		£500,000	£0
	TOTAL EXPOSURE	£5,390,990		£3,650,990	£1,740,000

- 4.4** There are a number of contributions the applicant will need to make to local infrastructure, which, as detailed above will need to be made in future years, and in conjunction with BCC, SGC, WECA, Network Rail and bus / rail companies. For clarity, these are repeated as follows:
- **Funding and delivery of increased rail capacity at Filton North station, comprising increased train frequency, potential additional facilities and / or arena-specific rail shuttle services.**
 - **Funding of additional bus services where future bus services are either not yet implemented, or where public transport to the site is not sufficient to meet demand.**
- 4.5** The key determinants of the success of the proposed development in transport terms will be measured in the following terms:
- **The meeting (or otherwise) of mode-share targets by the development**
 - **The visitor experience of transport to and from the site**
 - **The ability of the highway authorities to actively manage the development's demands on the surrounding transport networks and within the city centre.**
 - **The ability to enhance, improve and adapt over time the sustainable transport access to the venue as additional development and infrastructure is delivered over time.**
- 4.6** The above financial interventions, of which the majority are required to be contributed prior to the commencement of development, together with a detailed schedule of planning conditions are considered suitable and reasonable in the interests of minimising the negative impacts of the development.
- 4.7** Subject to the above transport package, and sufficient and timely cross-boundary working between the three highway authorities and the combined subregional authority (WECA) alongside Network Rail, train and bus companies, TDM consider the development to be acceptable in transport terms and therefore are in a position to recommend the application for approval.



Strategic City Transport

Transport Development Management (TDM)

Application Response

To: Gary Collins, Development Management
From: Laurence Fallon, Transport Development Manager
Ext: x36846
Date: 23 December 2019
Address: Arnold Laver Brabazon Hangar and Surrounding Land
Application No: 19/05500/P
Proposal: Hybrid planning application comprising: the demolition of existing ancillary buildings and structures; full details associated with the change of use of, and associated external alterations to, the Brabazon Hangar buildings from Class B8 use to a mixture of Class D1, D2, A1, A3, A4 and B1a uses, along with outline details associated with infrastructure works including: revised vehicular access arrangements; redevelopment and reorganisation of the former aircraft apron to provide parking, servicing and associated infrastructure provision.
Response: **Initial Holding Response**

1. PREAMBLE

- 1.1** The above proposals have the potential to generate severe and substantial traffic impacts that require to be comprehensively addressed and therefore minimised. This is in the interests of: tackling congestion and the consequent effects this would have on air quality and public health; the environmental quality of the wider area and the immediate impacts that would be felt by local residents and businesses.
- 1.2** The critical policy requirement is therefore the reduction of the above impacts through the early and targeted delivery of effective and robust sustainable travel alternatives that effectively mandate as many of the 17,000 spectators and employees as is possible to reach the site by means other than the private car.
- 1.3** The development is situated within an already congested peak hour highway network and therefore TDM will not support a sustainable travel package that we consider will fail to make public transport, park and ride, walking or cycling the easiest form of travel to reach the development.
- 1.4** However, some of these interventions will rely on separate processes, agreements and consultation with third parties, not all of which can be secured through the planning process. Therefore, the necessity of having an operational rail station and park and ride/rail services and sites, together with the ability of the site to manage 17,000 visitors is of major concern.

1.5 TDM requires the applicant to implement robust mechanisms to deliver infrastructure and connectivity at the right time to serve this development in policy compliant a way that:

- **delivers safe and suitable access for all users, prioritising those with specific mobility requirements and those who have travelled by public transport, walking or cycling;**
- **offers viable, realistic and attractive alternatives to car use that are of high quality and that compliment events taking place at the arena relative to spectator catchment;**
- **delivers effective marketing and promotion of incentives for sustainable travel and secures the selection of and payment for travel to the arena at the point of ticket sale;**
- **successfully prohibits excessive private car travel to the site through a restrictive level of parking on site and an effective package of local area parking deterrents around the airfield and in the adjoining areas of Henbury, Brentry and Filton;**
- **effectively manages the movement of visitors / spectators / deliveries and performers to and from the arena in such a way as not to compromise their safety and that of those unconnected to the development.**
- **delivers a travel plan that considers the operation of all uses on site throughout the year, in the interests of minimising negative impacts at all times.**
- **avoids the holding of events at times that generates significant traffic when the highway network already experiences considerable congestion, such as the early evening peak period (ie: 6-7pm) and before / after football matches at the Memorial Stadium.**
- **ensures the adoption of safe and practical measures during the construction of the development that avoids detriment to the surrounding highway network or nearby businesses / residents.**

2.0 PROPOSED TRANSPORT PACKAGE

2.1 To address the above concerns, the applicant has offered the following interventions, upon which the transport modelling and assessment work has been progressed in pre-application discussions with ourselves, SGC and HE. The following measures are included within the **'Do Something'** transport modelling scenario and represent a starting point for further discussions.

- a) Specific and purpose-built pedestrian access to the future Filton North railway station, including a bridge over the railway and associated infrastructure and management. (The rail station is expected to be delivered as part of the MetroWest 2 project in advance of the arena).
- b) The operation of event-specific Park and Ride bus services from a number of locations including existing park and ride sites at Portway and Lyde Green and utilisation of existing car parks at Parkway Station, UWE (M32) and Cribbs Causeway shopping centre.
- c) The provision of a spectator shuttle-bus service from the City Centre (and potentially other areas) before and after events and other complimentary coach-travel services.
- d) The implementation of restrictive parking controls in local areas that would be negatively impacted by short-term mass demand for on-street parking;

- e) The implementation of safe facilities for picking up and dropping off movements by taxis, buses, coaches, disabled users and general traffic;
- f) A safe and convenient car-free environment for pedestrians and cyclists within and around the site which encourages rather than deters walking and cycling;
- g) The limiting of arena event timings, so as to avoid conflict with periods of peak existing demand on the local highway network, including weekday evening peak hours, Saturday afternoons and some Tuesday nights (to avoid clashing with congestion prior to and following Bristol Rovers matches).
- h) The restriction of parking on-site to a maximum of 1,500 pre-booked car parking spaces.
- i) The agreement to the funding of an Event-day Residents' Parking Scheme (ERPS) and other waiting restrictions in surrounding areas likely to be affected by overspill parking;
- j) The allocation and securing of travel choices at the point of sale for all spectators through the purchasing of event and travel tickets at the same time.

2.2 In order to understand and quantify the effectiveness of the above measures, the applicant has also modelled a **"Do Minimum"** scenario. This analysis (described later) forecasts what the effects would be were the applicant to deliver a minimal level of interventions and is largely based upon the measures offered (and the resultant mode shares observed) as part of the Massive Attack concerts held at the site in March 2019, referred to in section 3.

2.3 The **Do Minimum** scenario therefore omits items b), d), f), g), h) and i), in view that the the above concerts provided: shuttle buses (from the city centre) and on-site parking of around 2,000 car spaces. The access bridge and access to the rail station forms part of the package of applications and is therefore assumed as a given in all development scenarios.

3.0 TRANSPORT ASSESSMENT SCOPING

Transport Assessment (TA) inputs and output summary

3.1 This extent of development requires that a detailed transport modelling study and analysis is required. Throughout much of 2019, TDM officers have been engaged with the applicant and their transport consultants, in addition to our counterparts at SGC and HE to agree the scoping assumptions and outputs required to assess the application.

Massive Attack Concerts

3.2 The Massive Attack concerts referred to above generated the potential for understanding the impacts of such a use in this area. A range of evidence was collected and this included a number of traffic counts in the surrounding areas affected (on the event days, non-event days, and with/without a Bristol Rovers match). This was in addition to spectator origin (postcode) data and modal share information, including the numbers of tickets sold for the city centre shuttle bus.

3.3 There are however two important distinctions to make with regard to the Massive Attack concerts. These took place on a Friday and Saturday night and would have attracted crowds of a particular demographic that, in TDM's consideration would have been more likely to take up the offer of public transport due to the timing of the concerts (Friday and Saturday) and the geographical draw of this artist.

3.4 It would therefore be conceivable, that in the event that these concerts had taken place on a weekday evening with a more global / family / teenage-oriented artist and attracted a younger audience whether the obtained data would have been different.

3.5 This issue has been raised with the applicant who has subsequently undertaken further comparison work with other events held in the city. This is covered later.

Locations of material congestion and impact

3.6 Nevertheless, of particular concern to TDM during these events, and in the context of the current proposals was the impact of additional congestion along the following highway links and junctions, noting that whilst not all are within the BCC area (these are shown *italic*), their capacity and operation *do* have an effect upon the routing further to the south as motorists attempt to avoid congestion through re-routing.

i. A38 Gloucester Road + junctions with:

- a. Toronto Road / Monks Park Avenue*
- b. B4468 Kellaway Avenue
- c. Muller Road
- d. Filton Avenue
- e. *A4174 Ring Road / Southmead Road (Air Balloon roundabout)*

ii. Filton Avenue + junctions with:

- a. Wessex Avenue
- b. Toronto Road / Bridge Walk*
- c. *A4174 Ring Road*

iii. B4056 Southmead Road + junctions with:

- a. Pen Park Road / Monks Park Avenue*
- b. *A4174 Ring Road / A38 Gloucester Road (Air Balloon roundabout)*

iv. B4469 Muller Road + junctions with:

- a. Filton Avenue

***sites of accident concentration**

3.7 A number of assumptions were agreed between the applicant and the highway authorities in advance of the Transport Assessment being undertaken. These assumptions form the inputs to the detailed traffic modelling assessment which forecasts the combined impacts of arena and non-arena uses on the local highway network.

3.8 The outputs from the modelling are covered later. However, it is considered helpful at this stage to firstly summarise the agreed inputs. The following scenarios have been considered in the submitted TA. For reference, 2022 comprises the opening year with 2036 tested in a future scenario including a fully built out Cribbs Patchway New Neighbourhood (CPNN). With the exception of 5, the modelling scenarios forecasted the impacts occurring during the weekday evening peak periods.

Modelled Scenarios

1. **2022 Baseline – No development** (*Reference Case*)
2. **2022 Double Event – 7,000 Capacity** (*two 'family' events: early afternoon & evening*)
3. **2022 Do Minimum – 17,000 Capacity** (see parag 2.2)
4. **2022 Do Something – 17,000 Capacity** (see parag 2.1)
5. **2022 Weekend Do Something (Sensitivity Test) – 17,000 Events**
6. **2036 Baseline – No development**
7. **2036 Do Something – 17,000 Capacity** (see parag 2.1)

3.9 Each of the above scenarios has been modelled for the following periods and using the software appropriate to the level of analysis required for both strategic routing and distribution purposes (GBATS- SATURN model) and more detailed highway network operation and congestion modelling (VISSIM Microsimulation Model).

1. **Weekday Evening Peak Hour (17:00-18:00) – GBATS SATURN**
2. **Weekday Evening Peak Period (16:30 - 18:30) - VISSIM**

3.10 The **GBATS** (Greater Bristol Area Transport Study) SATURN model is a regional tool devised by the West of England authorities to understand the behaviour of traffic routing across the wider network. It can identify changes in routing patterns according to congestion and resulting from major developments but due to its regional coverage, further detailed modelling is required to inform assessment of localised congestion and junction operation. The hours of analysis contained within the GBATS model are between 0800-0900 and 1700-1800 during a weekday, with the latter being used in this case, due to the relatively low morning peak hour traffic associated with the proposed uses.

3.11 **VISSIM** modelling provides significantly more detail and drawing on inputs relating to driver behaviour, the interaction between junctions, carriageway widths, road markings, minor roads and pedestrian phasing and therefore provides a far more detailed and visual simulation of how a highway network operates, allowing the user to see how traffic flows along a route or network, together with where and how blockages arise.

3.12 At TDM's insistence, the existing SGC / YTL A38 VISSIM model has been expanded in scope to include BCC's highway network, to include the A38 Gloucester Road junction with Toronto Road / Monks Park Avenue and the B4056 Southmead Road / Monks Park Avenue / Pen Park Road mini-roundabout junction, both of which are sensitive to congestion. Previously this model only considered the A38 between the Aztec West and the A4174. HE requested similarly that the model be expanded to the north to include junction 16 of the M5.

Use of reference sites

3.13 As with most forecasting procedures, the relevance of historical and comparative data from similar operations elsewhere informs the degree of confidence that can be placed upon the

outputs of the transport modelling exercise. In this respect, it is of some comfort that there are numerous arenas of a comparable size already operating in other UK cities from which data can be sifted to ensure the most robust assessment is being made.

Mode of Travel – Worst-case (Do Minimum)

- 3.14** Current guidance on Transport Assessment requires that the worst-case transport scenario of a major development is subject to assessment in the interests of calculating the value of sustainable travel interventions. The Do Minimum scenario described earlier is therefore not a situation that TDM would support as it is more car reliant than is acceptable and fails to maximise travel to the arena by sustainable modes, offering around 3,500 parking spaces on site and assuming a minimal (two-carriage) rail service from Filton North station. For reference, the maximum allowable number of parking spaces for these uses under current BCC Planning Policies is around 1,500.

Mode of Travel – Transport Package (Do Something)

- 3.15** The availability and proposed increased coverage of rail, bus and park and ride provision in 2022 has been taken into account, along with the potential for increasing the capacity of late-night rail connections from the proposed Filton North Station. In addition to the above, an event day controlled parking zone is factored in, alongside increased coach provision, a greater coverage of shuttle bus services and improved walking and cycling linkages.
- 3.16** However, it cannot be overstated that the above travel alternatives and infrastructure need to be in place upon first occupation in order to realise these car mode share reductions.

Modelling assumptions – Traffic Generation

- 3.17** A summary of the mode share assumptions is provided in Table 10.8 of the submitted TA (page 75) and summarised below for the 7,000 (double) and 17,000 full-capacity events.

Forecasted Mode Shares by scenario tested

Scenario / Mode share	Car				Coach	Rail	Bus	City Centre Shuttle Bus	Taxi	Ped Cycle
	Park on Site	Park and Ride	Pick up / dropped off	On street parking						
Double Event (2022)	45%	25%	10%	0%	3%	5%	3%	0%	5%	4%
Do Minimum (2022)	55%	0%	10%	10%	1%	1%	2%	14%	5%	2%
Do Something (2022)	25%	30%	10%	0%	3%	3%	3%	16%	5%	5%
Do Something (2036)	15%	30%	5%	0%	4%	12%	5%	16%	5%	8%

3.18 The mode shares proposed for the Do Minimum scenario reflect those that were collected for the Massive Attack concerts with the exception of the rail and coach figures given that these were not available alternatives at that time. In terms of car trips, the above mode shares relate to the following demands, with the figures in brackets indicating the number of vehicles that for the purpose of this assessment, and in line with the application will be parked on site:

- **Double Event 2022** – 1,867 car trips 4-8pm **(1,050 parking at site)**
- **Do Minimum 2022** – 4,723 car trips 4-8pm **(3,500 parking at site)**
- **Do Something 2022** – 4,093 car trips 4-8pm **(1,500 parking at site)**
- **Do Something 2036** – 3,149 car trips 4-8pm **(945 parking on site)**

3.19 The above assumptions for the *Do Something* scenarios rely heavily on a number of factors which are summarised below:

- **An average car occupancy of 2.7 persons per vehicle (3.0 for the double events)**
- **The restriction of on-street parking in the surrounding areas**
- **The limiting and further reduction of arena parking on site**
- **The full utilisation of around 1,900 Park and Ride spaces**
- **A modal shift to Park and Ride of 30% from the Do Minimum Scenario**
- **A modal shift to rail, bus, shuttles, walking and cycling of 10% in 2022 and 15% in 2036 from the Do Minimum Scenario**

Modelling Assumptions – Geographical distribution of movements

3.20 In order to forecast the assignment of traffic to the local highway network, a number of assumptions were discussed and agreed between the applicant and highway authorities, using the Massive Attack postcode data, but also in comparison with recent events at Ashton Gate which attracted sizeable crowds for Take That, the Spice Girls, Muse and Rod Stewart. In summary, it was found that the Massive Attack concert attracted the majority (41%) of its spectators from Bristol, with a further 31% arriving from the remainder of the South West and Wales. Other findings indicated 16% from Greater London and the South East and 7% from the Midlands. The analysis presented in the TA confirms that this is comparable with findings from the other concerts and therefore a realistic basis for further assessment.

GBATS - Assignment of Trips to the Local Highway Network

3.21 In order to inform the traffic modelling software within GBATS-SATURN, the origins of spectator trips have been fed into the strategic model, which in turn distributes the traffic to the highway network according to the availability of highway capacity. This has been conducted for both the *do minimum* and *do something* scenarios for 2022 and the *do something* scenario for 2036. It is re-iterated here that GBATS only covers the hours of 17:00-18:00.

GBATS - TA Analysis of traffic increases

- 3.22** Using the outputs from the GBATS model, the TA summarises in section **13.2** where increases in traffic have been modelled in order to derive where the impacts of the development are greatest. It does this by subtracting the 2022 and 2036 baseline (without development) flows for each link from the modelled flows in the with development scenarios.
- 3.23** Were the highway network in this area to have limitless capacity and be free flowing during these hours, this would be a credible form of analysis. However, it overlooks the significant matter that where a network is already saturated with traffic and has reached capacity it cannot accommodate additional traffic. Therefore, what may seem like modest increases, or even reductions in traffic can also be a result of the network failing and therefore reducing in capacity. This is evident on sections of the A38 and also at junction 17 of the M5.
- 3.24** It is of further concern that the increase / decrease analysis ignores BCC's highway network, only referencing a total of 26 highway links limited to just SGC and HE's network as shown in **Figure 13.1**. This needs to be redressed as part of a further submission to include the A38 as far as the Muller Road junction and the B4056 as far as Pen Park Road / Monks Park Avenue.

GBATS - Select Link Analysis

- 3.25** At the request of TDM, Select Link Analyses (SLA) have been provided given the flaws of only considering the difference in total traffic explained above and to better understand the routing of development traffic and the ripple effect that displaces background traffic onto alternate, potentially less appropriate routes. SLA provides a distribution analysis that separates the development-only traffic, confirming the routing behaviour of trips associated with the development proposed. A summary of that routing is provided below for the 17:00-18:00 weekday evening peak hour. The **Double Event** scenario comprises two 7,000-capacity events, the first occurring from 14:00-16:00 and the second being 20:30-22:30. The abbreviations NB and SB relate to the direction of trips whilst the traffic numbers given below relate to all uses proposed.

Development-only traffic, 17:00-18:00 Weekday peak hour

Development-only traffic, 17:00-18:00	2022 Double Event		2022 Do Minimum		2022 Do Something		2036 Do Something	
	NB	SB	NB	SB	NB	SB	NB	SB
A38 Filton Rd, n/o Monks Park Avenue	64	112	123	50	69	51	42	41
B4056 Southmead Rd, n/o Pen Park Rd	42	71	57	23	47	23	33	29
A4018 Wyck Beck Rd, n/o Crow Lane	7	28	9	7	3	7	0	2

- 3.26** For comparative purposes a similar analysis is presented below for a number of key links on HE and SGC's highway network. This is shown for arena arrivals only. The abbreviation **CC** relates to Cribbs Causeway, whilst 'Port' relates to traffic using the Portway Park and Ride.

Arena arrival traffic, 17:00-18:00 Weekday peak hour

Development-only traffic, 17:00-18:00	2022 Double Event (2x7,000)	2022 Do Minimum (17,000)	2022 Do Something (17,000)	2036 Do Something (17,000)
From east (M4)	90	181	194	160
leaving M4 J19 (M32)	9	1	103	103
leaving M4 J20 (M5)	84	180	91	57
From north (M5)	85	120	162	139
leaving M5 J16 (A38)	208	367	190	120
leaving M5 J17 (CC)	151	134	161	136
From west (M4)	68	67	37	24
From west (M49)	0	0	43	43
From A38 n/o A4174	120	203	129	85

- 3.27** The reduction in trips that can be seen between the *Do Something* and *Do Minimum* scenarios explains the reduction in car reliance as a result of the measures to increase the use of park and ride, public transport, walking and cycling alongside parking restrictions. However, one of the limitations of the GBATS model is that it only considers a single hour and therefore, a large percentage of arena traffic will occur outside of 17:00-18:00, as explained in the table below, which compares the assumptions made here with the previous arena proposal in the City Centre.

Arena Arrival Profiles and comparison with Temple Island

Time Period	Temple Island Arena	Filton Arena
16:00-17:00		5%
17:00-18:00	30%	15%
18:00-19:00	30%	31%
19:00-20:00	40%	30%
20:00-21:00		7%

VISSIM – Summary of Impacts on BCC's network

- 3.28** A further level of analysis is necessary for the reasons given above, and to allow for the wider peak period to be assessed. The VISSIM model covers the period from 16:30-18:30 and therefore can provide greater confidence on the operation of the highway network at periods when demands are currently the greatest.
- 3.29** The VISSIM modelling programme has been interrogated to provide outputs relating to journey times and queue lengths across the two hour weekday period from 16:30-18:30 for the model area shown below, which includes M5 junction 16 and the entirety of the A38 and B4056 as far as Monks Park Avenue.

3.30 As described earlier, following scoping discussions the A38 VISSIM model was extended to include the BCC area (shown yellow, right) to include Gloucester Road south of Toronto Road and Southmead Road, south of Pen Park Road. This involved further traffic surveys and journey time data collection in order for the model to be constructed.

3.31 For the model to be considered robust and fit for purpose a calibration and validation exercise must be undertaken. This compares the modelled outputs with the actual situation. A Local Model Validation Report (LMVR) was therefore submitted and indicated that the model represented an acceptable ‘fit’ to local conditions. This baseline situation, or *‘reference case’* has since been interrogated by Jacobs on behalf of SGC and BCC who, using government guidance (WebTag) deemed the model acceptable to proceed with and undertake the opening year (2022) and future year (2036) scenarios.



3.32 A summary of the results for BCC’s network is provided below for each of the four scenarios tested, reproduced from **section 13** of the submitted TA. The Reference case relates to the scenario where this development is not constructed and has been modelled for both 2022 and 2036. Journey time and queue length results are the key indicators of network performance in VISSIM models, where an average maximum journey time (in seconds) is calculated between two points to understand the impact that additional traffic has upon a network, whereas a queue length output provides the length of a static queue of traffic on an approach to a junction.

Average Journey Times, weekday 16:30-18:30 – (seconds)

Route / Direction		Ref Case 2022	Double Event 2022	Do Minimum 2022	Do Something 2022	Ref Case 2036	Do Something 2036
Southmead double-mini to A38 / A4174 rbt	NB	193	315	190	189	189	191
	SB	281	919	413	388	731	805
Gloucester Road / Toronto Road signals to A38 / A4174 roundabout	NB	283	846	367	403	348	390
	SB	475	261	483	484	451	443

Average Maximum Queue Lengths, weekday 16:30-18:30 - (metres)

Junction / Arm		Ref Case 2022	Double Event 2022	Do Minimum 2022	Do Something 2022	Ref Case 2036	Do Something 2036
A38 / Toronto Road signal junction	N	507	462	508	507	507	499
	E	117	199	116	134	231	337
	S	268	511	470	470	470	470
	W	120	166	149	140	265	282
B4056 / Monks Park Avenue / Pen Park Road double-mini rbt	N	509	510	510	509	510	510
	E	135	166	131	126	155	171
	S	449	511	509	509	511	511
	W	124	204	134	128	173	191

- 3.33** The above results provide an average of the maximum impacts (in terms of queueing and journey times) for each of the locations identified on BCC's highway network.
- 3.34** It should be noted here that TDM has consulted with colleagues in strategic transport, sustainable transport and traffic & highways for further comments on these outputs and other matters for specialist advice relating to network management, public transport, road safety and traffic management for further comment, as referred to later.
- 3.35** However, The most significant impacts in terms of congestion, from the above results are noted in terms of the following impacts which TDM consider to be material:
- i. Double Event 2022 impact upon Southmead Rd (SB) & Gloucester Rd (NB)**
 - ii. Do Minimum 2022 impact upon Southmead Rd (SB) & Gloucester Rd (NB)**
 - iii. Do Something 2022 impact upon Gloucester Rd (NB)**
 - iv. Do Something 2036 impact - Toronto Road (WB) & Southmead Rd (SB)**
- 3.36** The above locations are of concern to BCC in terms of the increase in congestion modelled in VISSIM. This provides a robust forecast of queue length and journey times and requires to be considered and addressed. The improvements (reductions) in congestion and queueing resulting from the implementation of improved sustainable transport connections are modest when the *do minimum* and *do something* scenarios are compared. This may be in part resulting from visitors from within the urban area and originating from north of the city centre already using public transport, but further confirmation is sought on this.
- 3.37** A situation where flows / outputs are similar could also be a symptom of the analysis where an already congested highway network has reached saturation point and therefore is unable to accommodate additional traffic, which results in the following possible outcomes:
- i. Development traffic is avoiding the major routes (B4056 & A38), instead using minor routes.**
 - ii. Development traffic uses the major routes, displacing previous (background) traffic onto more minor routes.**
 - iii. Changes in travel behaviour occur where trips are either delayed or not made.**

Impacts in areas not covered by VISSIM model

- 3.38** In reality, it is likely that each of the situations explained in 3.37 i)-iii) will occur to varying extents. In order to analyse and understand whether displacement of traffic is forecasted to occur, it is necessary to return to the GBATS-SATURN modelling to understand the routing of traffic undertaken, not just by development-related traffic, but also by background traffic as it seeks to avoid congested major routes.
- 3.39** From viewing the SATURN analysis for 2022 *do something* scenario, a number of highway links are subject to increases in traffic, but the additional flows are yet to be properly quantified by the applicant for the weekday evening peak hour. This was requested in advance of submission but the SATURN outputs provided to date are unclear and lack detail. For reference, the impact on the following highway links are therefore yet to be quantified.
- i. **Toronto Road, between Gloucester Road and Filton Avenue**
 - ii. **Wessex Avenue, between Gloucester Road and Filton Avenue**
 - iii. **Filton Avenue, between Gloucester Road and the A4174**
 - iv. **Coldharbour Lane, between A4174 and Frenchay Park Road**
 - v. **Muller Road, east of Gloucester Road**
 - vi. **Muller Road, south of Filton Avenue**
 - vii. **Kellaway Avenue, west of Gloucester Road**
 - viii. **Southmead Road, south of Pen Park Road / Monks Park Avenue**
 - ix. **Pen Park Avenue, west of Southmead Road**
 - x. **Monks Park Avenue, between Southmead Road and Gloucester Road**

4.0 NEXT STEPS

- 4.1** More detailed analysis of the modelling outputs are currently being undertaken, and it has been necessary for TDM (as with all major applications) to consult with colleagues in other areas of the Transport, Traffic and Highways departments.
- 4.2** The input of the following teams over the course of the next few weeks will be critical to our recommendations on this project, given that these work areas and infrastructure would be required to accommodate a significant level of increased demand resulting from 17,000 visitors for a major event:
- **Passenger Transport Infrastructure & Services**
 - **Parking Services**
 - **Travel Planning**
 - **Traffic Management and Road Safety**
 - **Walking and Cycling**
 - **Network Management and Traffic Signals**
 - **Strategic Transport and Policy**

4.3 TDM is currently awaiting responses from the above teams and expects to receive these by **Thursday 9th January**. TDM will then require further time to assess these comments and meet internally to discuss concerns, impacts, issues and potential mitigation measures and financial contributions. We are therefore seeking to undertake this on the week commencing **13th January**.

5.0 FURTHER INFORMATION REQUIRED

5.1 TDM is mindful that in order to meet what are already challenging deadlines, it is necessary to indicate now what further information is required, resulting from our *initial* assessment of the application. This does carry some risk in that the comments of our colleagues are not yet known.

5.2 Nevertheless, it is clear from the current submission, and discussions with neighbouring highway authorities and the applicant that the following information is not contained within the application and requires to be submitted in January for our consideration. These matters were discussed with the applicant and their transport consultants at a meeting in Bristol on 19th December.

Modelling outputs and presentation

5.3 As has been raised earlier, it is not understood why the analysis in **section 13.2** and illustrated in **Figure 13.1** of the TA omits to cover BCC's highway network, but this needs to be presented in order for BCC officers to sufficiently present these findings to its members.

5.4 TDM has asked previously to see the original Select Link Analysis plots as the figures given within the TA, particularly **Appendix B** omit these flows from large areas of the highway network, only concentrating on major links, as explained above in **paragraph 3.35**. Some further analysis has been presented in response to this. However, the flows shown along many of the links are unclear, and favours 'differential' plots instead of development only traffic.

5.5 In addition to the above, a tabulated analysis of the flow differences along the links identified in 3.39 for each scenario modelled is required in order to understand impacts away from major routes, as traffic becomes displaced by increased congestion generated by the development proposals.

5.6 The need to accurately communicate the modelling results and analysis to colleagues, senior officers and elected members is vitally important, particularly where microsimulation is employed. The benefit of VISSIM microsimulation is the ability to provide a representation of the highway network that is both visual and understandable.

5.7 TDM therefore requests that footage is provided of each of the three modelled scenarios (**2022 Reference Case, 2022 Do Minimum, 2022 Do Something & 2036 Do Something**) for the following locations on BCC's highway network:

- **Gloucester Road / Toronto Road / Monks Park Avenue junction**
- **Southmead Road / Monks Park Avenue / Pen Park Road junction**

5.8 BCC expects five minutes of footage to be provided for each of the following time periods, ensuring that this includes the entirety of the queue length modelled.

- 16:45, 17:00, 17:15, 17:30, 17:45, 18:00, 18:15, 18:30

Arrival and Departure Infrastructure

- 5.9** The safe arrival and departure of spectators from the venue is critical. It must also serve to encourage, rather than prohibit or obstruct those who are wishing to travel to and from the venue by sustainable modes.
- 5.10** The infrastructure, as approved for the approved outline application for the airfield has not been designed to accommodate 11,390 arena spectators catching coaches, buses, taxis, shuttle buses and park and ride services at the same time and conflict is inevitable where such competing demands will occur. This is critical to the success of the transport package and therefore needs to be designed for.
- 5.11** Likewise, TDM is not confident that the number of vehicles necessary to transport these spectators have been factored into any design work, given that there could be significant congestion and conflict as these vehicles (mainly buses) are vying for position. How buses / park and ride / shuttles will be prioritised ahead of general traffic is also a matter of concern.
- 5.12** TDM recognises that the outline masterplan for the airfield is not part of this application, although it is referenced. It is therefore of major concern, and in view of member's concerns regarding the same issue during the previous arena project that this requires resolution as requested during the pre-application process so that a robust solution can be presented at an early enough stage.

City Centex bus stop infrastructure

- 5.13** We await the contributions of our passenger transport team, but it is very likely, given the need to expand upon the previously successful shuttle services, that such a measure will require attention and potential changes in the city centre where kerb space per buses is already at a premium. Whether this necessitates a financial contribution or undertaking of works will need to be discussed further.

Park and Ride locations, securing and obligations

- 5.14** TDM is seeking advice on how these facilities will be secured and delivered through the planning process. The need to secure and mandate the applicant to occupy up to 2,000 car parking spaces off site and on specific third party-owned locations is critical, given that the assumptions, trip distribution and impacts of the submitted TA are predicated on this.
- 5.15** Whilst it would be possible to set through condition / or obligation a number of spaces to be provided, this becomes challenging where neither BCC, SGC or the applicant is fully in control of the land or the processes to secure it.
- 5.16** Whilst a number of certainties could be provided around *existing* Park and Ride sites such as Portway and Lyde Green, the most attractive number and location of spaces for spectators are likely to be within Cribbs Causeway Car Park, around the M32 junction 1 and Bristol Parkway Railway Station due to their ease of access from the Motorway network and in the case of the latter, the potential to provide a fast rail connection to and from the arena that avoids highway congestion.

- 5.17** Further discussions are therefore requested on this as another critical matter that requires detailed consideration if TDM is able to provide members with sufficient comfort that this transport package is achievable.

Ticket Purchase / Travel interface

- 5.18** TDM and counterparts at SGC have requested further information on the ability of the applicant to effectively control the ticket sales process in a way that secures the purchase of travel to the venue at the point of sale. In all cases we will expect car parking on site to be the most restricted (in terms of number) and cost-prohibitive choice, whilst the purchaser is automatically directed to a public transport, park and ride, coach, or bus shuttle website that requires tickets for these modes to be purchased.
- 5.19** It is not fully understood how the applicant can insist upon being wholly in charge of the ticketing interface and therefore, where ticket sales partners, artist promoters and separate ticket websites all play a role in this, it again appears to rely upon third parties agreeing to the mechanisms we seek to protect the local movement networks.

Walking and Cycling

- 5.20** TDM has shared with the applicant a piece of work undertaken previously by BCC to assess existing walking and cycling linkages to the airfield from areas within the BCC boundary to the south. Within this document are a number of suggestions to better connect and knit the new development into the existing urban area in the interests of encouraging healthy and active travel. For this to take place, walking and cycling routes must be direct, wide, well-surfaced, lit and segregated from traffic.
- 5.21** The development is proposing around 500 cycle parking spaces, whilst a 5% mode share target for walking and cycling is targeted for the 2022 opening year. This relates to around 850 spectators arriving and departing at the site by these modes. In the 2036 scenario, this percentage is forecasted to rise to 8%, or over 1,300 spectators arriving by foot or by bicycle. This seems very unlikely unless investment is made in surrounding infrastructure from all directions to support the development.
- 5.22** Access to the site by walking and cycling from the south is currently very poor (an unsurfaced, unlit public right of way crosses the Filton Golf Course), or is along or alongside unhospitable and heavily trafficked routes (the A38). This is partly due to the secure compound surrounding the adjacent Airbus site which generates a barrier to movement. Whilst it is acknowledged that there will be no public access to the building directly from the south, access through to the site from Charlton Road by foot or by bike and via the airfield development (also owned by the applicant) *will* be possible. TDM therefore requires this to be considered from all directions in the interests of devising a high quality linkage from this direction.
- 5.23** Those wishing to access the arena from Filton, Northville or Horfield will have no option but to walk or cycle alongside or on the A38 and this will do very little to encourage active travel in line with local and central government policy, nor will it result in use of bicycle by more vulnerable cyclists (ie: children, women and the elderly). Where this situation has occurred in the past, developers have argued to reduce cycle parking due to its lack of use and this risks being a similar situation unless the complimentary investment in surrounding infrastructure is made.

Travel Plan Bond

- 5.24** TDM welcomes the ambitious mode share targets that have been presented as part of the development proposals, but recognises that if these percentages were to not be achieved, further investment would be required in the sustainable travel infrastructure and options available to all visitors and employees of the proposed development.
- 5.25** TDM is therefore liaising with colleagues in Sustainable Transport and counterparts at SGC and HE to understand the implications of the development and the likely sum of money that would need to be set aside as a failsafe bond or surety to call upon in the event that the applicant can be held to the mode share assumptions made in this application.

Please note that the above comments are made on the basis and the quality of the information reviewed to date and in advance of the assessment of the application by colleagues within other teams representing the highway authority. As such, they are made without prejudice to other issues which may raise further detailed questions or matters that are not currently considered within this response.

ISSUE	Description	Calculation	TOTAL COST	% contribution	YTL (\$106)	WECA	Trigger	BCC		SGC	
Highway Network Management	Fibre optic communications network (to convey fast broadband, Bus RTI, signal control and CCTV) to the Arena along Charlton Road (to connect the Arena) and along Southmead Road and The A38 as far as the M5. However, these contributions would not include the cost of signal heads, signal controllers, inductive loops / changes to junctions etc. The cost of this is between £80-£140 per metre if laid in isolation, but £1- £5 per metre if combined with other roadworks.	£140 per metre	£1,250,000	25%	£312,500	£937,500	Commencement	50%	£156,250	50%	£156,250
	Assessment of options, surveys, modelling, cross-party working to determine requirements for A38 / J16 corridor & Junction 17 area - one year consultancy sum		£200,000	50%	£100,000	£100,000	Upon Invoicing	0%		100%	£100,000
	Continuation of joint-working and training of control centre operatives, whether SGC / BCC or HE		£25,000	100%	£25,000		Commencement	50%	£12,500	50%	£12,500
	SCOOT / UTC or similar to be delivered, this could require upgrades to each signal junction	10000 per junc.	£100,000	50%	£50,000	£50,000	Commencement	50%	£25,000	50%	£25,000
	CCTV Cameras on key points of route	10000 per camera	£200,000	100%	£200,000		Commencement	50%	£100,000	50%	£100,000
	additional VMS signage - 2x A38, 2x Southmead Road	£35,000 each	£140,000	100%	£140,000		Commencement	100%	£140,000	0%	
additional VMS or similar (RGB) signage		£300,000	100%	£300,000		Commencement	0%		100%	£300,000	
Signal / Junction Improvements	Upgrade to Gloucester Road / Toronto Road signals		£10,000	25%	£2,500	£7,500	Commencement	100%	£2,500	0%	
	A38 / Combination Ground junction - Signal equipment upgrade		£35,000	25%	£8,750	£26,250	Commencement	0%		100%	£8,750
	A38 / A4174 Filton Roundabout - signal equipment upgrade		£100,000	25%	£25,000	£75,000	Commencement	0%		100%	£25,000
	Southmead Road / Golf Course Lane - signal equipment upgrade		£150,000	25%	£37,500	£112,500	Commencement	0%		100%	£37,500
	Shields Centre Staggered Toucan Crossing - signal equipment upgrade		£25,000	25%	£6,250	£18,750	Commencement	0%		100%	£6,250
	Funding a Southmead area study to investigate solutions to development impact to include:		£75,000	100%	£75,000		Commencement	100%	£75,000	0%	
Public transport Infrastructure	Contribution towards the expansion of Portway Park & Ride to secure 500 spaces		£750,000	75%	£562,500	£187,500	Commencement	100%	£562,500	0%	
	Funding of 2x large bus stop facilities in City Centre to provide Shuttle services to the arena for 130 events per year		£420,000	100%	£420,000		Commencement	100%	£420,000	0%	
	Funding of additional staff to resource the management of buses, crowds and highway network		£30,000	100%	£30,000		<6 months occ.	100%	£30,000	0%	
Walking and Cycling Infrastructure	Funding of cycling improvements along Charlton Road to the south west of the development		£300,000	25%	£75,000	£225,000	Commencement	100%	£75,000		
Parking Restraint Measures	Funding of the design, consultation and implementation of an Event Day Residents Parking Scheme across Brentry, Henbury, Southmead, Charlton Hayes, Filton		£700,000	100%	£700,000		Commencement	46%	£325,000	54%	£375,000
Travel Plan	Monitoring Fee, based on 5 uses - D1 / D2 / A1 / A3 / A4 / B1a @ £5,165 per use (as per policy)		£30,990	100%	£30,990		<6 months tickets two tranches	100%	£30,990		
	Monitoring Fee for SGC		£15,250		£15,250			0%		100%	£15,250
	Bond (up to)		£700,000		£700,000						
TOTAL BCC REQUIREMENTS			£1,755,990		£1,335,990	£420,000					
TOTAL SGC REQUIREMENTS			£625,250		£392,750	£232,500					
TOTAL CROSS BOUNDARY REQUIREMENTS			£2,475,000		£1,387,500	£1,087,500					
TRAVEL PLAN PENALTIES			£700,000		£700,000						
TOTAL			£5,556,240		£3,816,240		WECA	BCC	SGC		
							£1,740,000	£1,954,740	£1,161,500		

Filton Arena - Planning Conditions (Transport)

NO	TRIGGER	TITLE	SUMMARY
4	Prior to Commencement	Site Wide Phasing Plan	
10	Prior to Commencement	Construction Management Plan	
21	Prior to Commencement	Transport Management Plan	internal infrastructure delivery timetable, linkage to CPNN
22	Prior to Commencement	Cycle Parking Strategy	meeting minimum requirements as per LP
23	Prior to Commencement	Car Park Management Plan	Staff (56) and disabled parking (170) + ped routes
24	Prior to Commencement	EV Provision	20% active, 80% passive
32	Within 6 months of commencement	Signage / Wayfinding	Strategic / Local Routing / Walking & Cycling / Leigble City
34	6 months prior to ticket sales	Event and Travel Ticket Strategy	Ticket / Travel Purchase / Pricing / website / info sent
35	6 months prior to ticket sales	Event Management	Events / Capacities / ETOG / on site / off site measures / monitoring
36	6 months prior to ticket sales	Rail Service Strategy	Demand / usage / services / bespoke services / enhancements / mgmt
37	6 months prior to ticket sales	Bus Service Strategy	Demand / committed services / new services / arena stops / timetable
38	6 months prior to ticket sales	P&R Strategy	operator agreement / sites / 30% mode share / parking / passenger facilities / routing / signage / ticketing / buses
39	6 months prior to ticket sales	Shuttle Bus Strategy	Agreement with operators / routing / ticketing / capacity / frequency / locations / shelters
40	6 months prior to ticket sales	Notification of Ticket Sales	Notify BCC of intention to sell tickets
41	6 months prior to ticket sales	Visitor Travel Plan	25% Park on site / 30% P&R / 10% PUDO / 3% Coach / 3% Rail / 3% Bus / 16% Shuttle / 5% Taxi / 5% Ped Cycle
42	6 months prior to ticket sales	Staff Travel Plan	20% Driver / 14% passenger / 10% PUDO / 15% Rail / 15% Bus / 14% Shuttle / 1% Taxi / 11% Ped Cycle
43	Prior to Occupation	Cycling Management Plan	Routes in and out of CPNN / Management & Maintenance of cycle parking / Cycle parking security
49	Prior to Occupation	Unloading Facilities	servicing / circulation / unloading
50	Prior to Occupation	Management & Maintenance of Carriageways	Future management / maintenance of carriageways by private operator
51	Prior to Occupation	Delivery and Servicing Plan	Management of Servicing
52	Prior to Occupation	Pedestrian / Cycle Access	
53	Prior to Occupation	Vehicular Access	
54	Prior to Occupation	Refuse Storage	
55	Prior to Occupation	Transport Management	Portway P&R using Charlton Road / Mall P&R using San Andreas / UWE, Parkway, Lyde & Shuttle using Combination / Parkway using A38
57	Events exceeding 6,999	Highway / Traffic Signals	No events of 6,999 until integration of Aztec West / J16 signals
59	Post Occupation Management	Parking Allocations	Parking areas used only for parking
60	Post Occupation Management	Parking Restrictions	Parking only in allocated areas
67	Post Occupation Management	Event Timings & Capacities	Avoidance of Peak Hour traffic, Bristol Rovers matches and Major Cricket matches

Arnold Laver Brabazon Hangar

DC Committee A, Wednesday 4th March 2020

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Transport and Highways

Laurence Fallon, Transport Development Manager



Critical Transport Matters

- 1. Viable, realistic and attractive alternatives to car use*
 - 2. Effective Marketing, Promotion and Travel Planning*
 - 3. Restricting Parking on & off-site*
 - 4. Safe Accessibility & Crowd Management*
 - 5. Network Management and reducing congestion*
 - 6. Safe and appropriate construction management*
- 

Assessment pathway

Summer - Autumn 2019 – Agreeing the scope of work

Autumn 2019 – Applicant commissions modelling

December 2019 – Application submitted

23 December – Transport DM initial comments (App 5, p326)

January – February 2020 – Negotiation and dialogue

February 28th – Final Comments (App 5, p304)

March – Report to committee, conditions and obligations

Transport Assessment Outcomes

a. Mode Share – How will people travel to the Arena?

- a. Understanding demand*
- b. Transport Package - P&R / Shuttles / Rail / Active Travel / Management*

b. Securing of Mode Shares - How will this be enforced?

- a. Planning Conditions & Obligations*
- b. Minimal on-site parking*
- c. Control of off-site Parking*
- d. Travel Plan 'lock-ins' and penalties*

c. Highway Impacts – How will these be minimised?

- a. Modelling outputs*
- b. Event timings*
- c. Active Network Monitoring and Management*



Understanding Demand



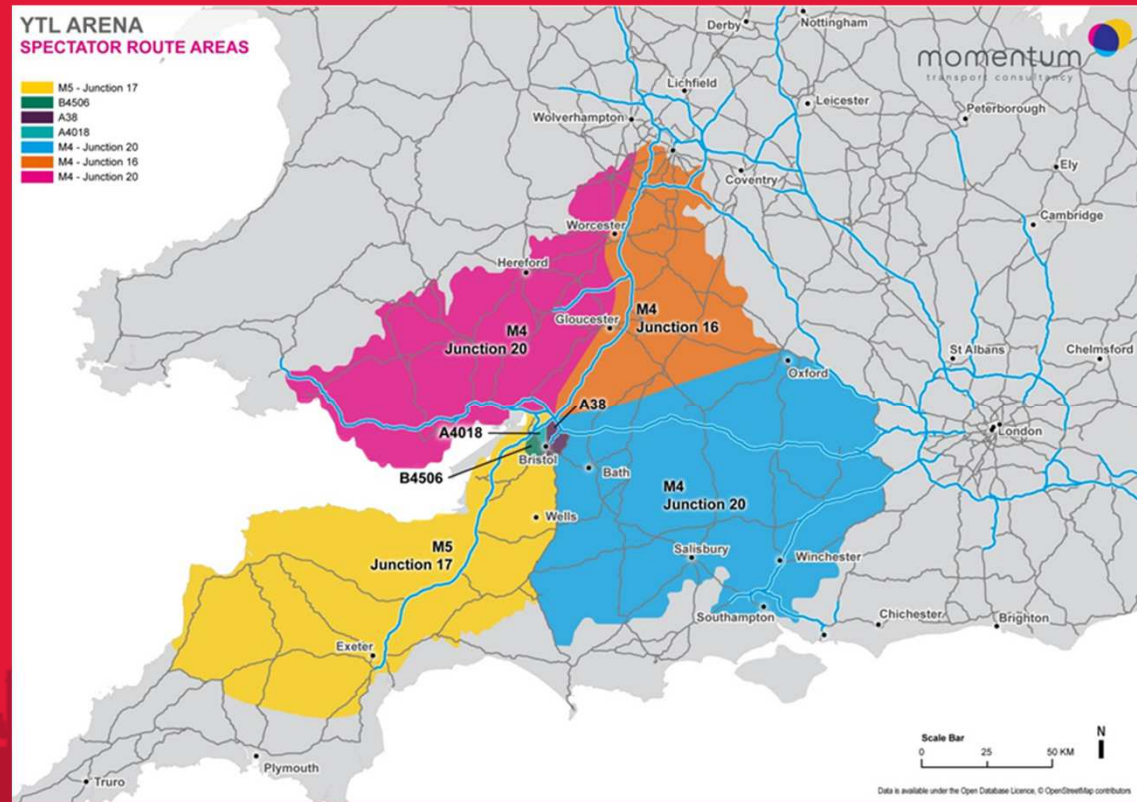
Understanding Demand – regional venue

a. Evidence base

Massive Attack Concerts, 2019
Ashton Gate Concerts, 2019
City Centre consent, 2016
Other Arena mode share data

b. Geographical draw

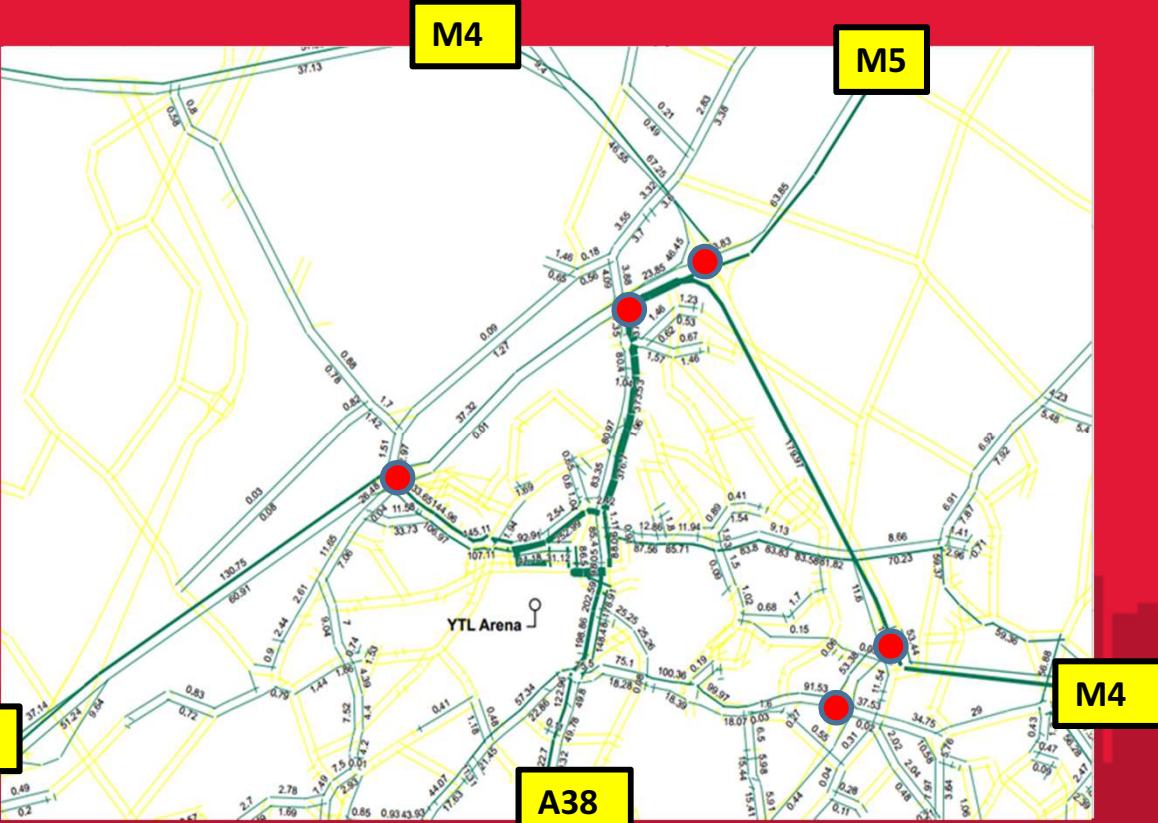
South West	63%
Greater London	9%
Wales	8%
South East	8%
West Midlands	5%
East Midlands	2%
East of England	2%
North West	2%



Understanding Demand – routing

Route Choice

M5 (South)	14%
M49 / M4 (West)	13%
M5 (North)	9%
M4 (East)	27%
A4174 (East)	8%
A38 (South)	18%
B4056 (South)	8%
A4018 (South)	1%



Do Minimum – 3,500 parking spaces, no P&R or CPZ

Assessment scenarios

Do Minimum – 17,000 Event, opening year (2022)

3,463 car parking spaces

No Park & Ride provision

Shuttle buses from City Centre (replicating Massive Attack services)

No off-site parking controls, travel plan measures or investment in public transport

Do Something – 17,000 Event, opening year (2022)

1,574 car parking spaces on site

5 Park and Ride sites

Shuttle buses from City Centre

Off-site Controlled Parking Zones

Increased Coach, Rail and Bus Capacity

Travel plan measures, targets and penalty mechanisms

Transport Package



Transport Package – *Park and Ride (P&R)*

P&R Spaces (vehicles)

<i>Portway</i>	<i>500</i>
<i>The Mall</i>	<i>500</i>
<i>Bristol Parkway</i>	<i>300</i>
<i>UWE</i>	<i>343</i>
<i>Lyde Green P&R</i>	<i>246</i>
<i>Total</i>	<i>1,889</i>

Mode Share ***30%***

Conditions – HE 01

all 7,000+ events

Portway Contribution (£106)

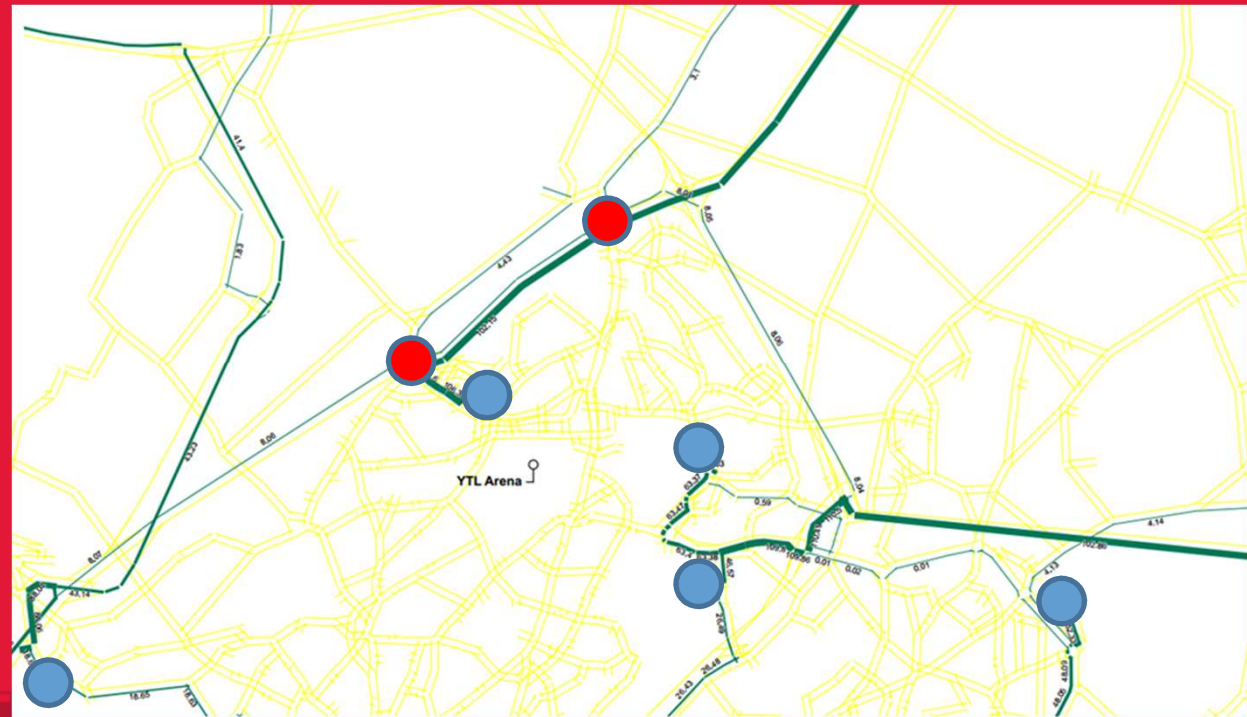
minimum bus spec

passenger facilities

confirmation of agreements

ticketing arrangements

changes to be evidenced



Do Something – 1,500 spaces on site, 5no P&R sites

Transport Package – *Shuttle Buses*

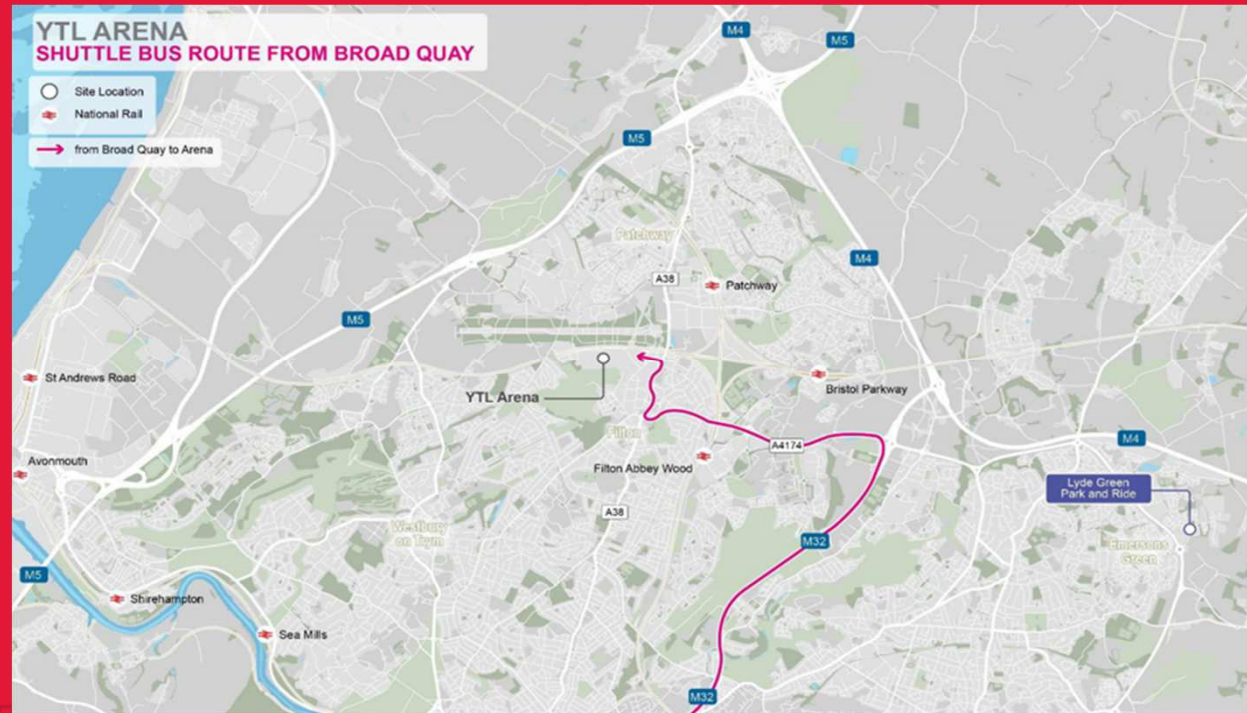
Facilities

- City Centre pick up points*
- Dedicated Arena stops*
- Real-time information*
- On-site facilities*

Mode Share **16%**

Condition HE 02

- all 7,000+ events*
- minimum spaces / buses*
- minimum bus spec*
- passenger facilities*
- confirmation of agreements*
- ticketing arrangements*
- changes to be evidenced*



Transport Package – Rail Enhancements

MetroWest 2 Proposals

North Filton Station – Dec '21 (TBC)
Current Station Design - 126m platform
3 carriage trains
Hourly frequency

Mode Share opening year - 3%

Increased-capacity trains – 5 carriages

Requirements – Condition 77

Increased frequency of trains

Event-specific shuttle services

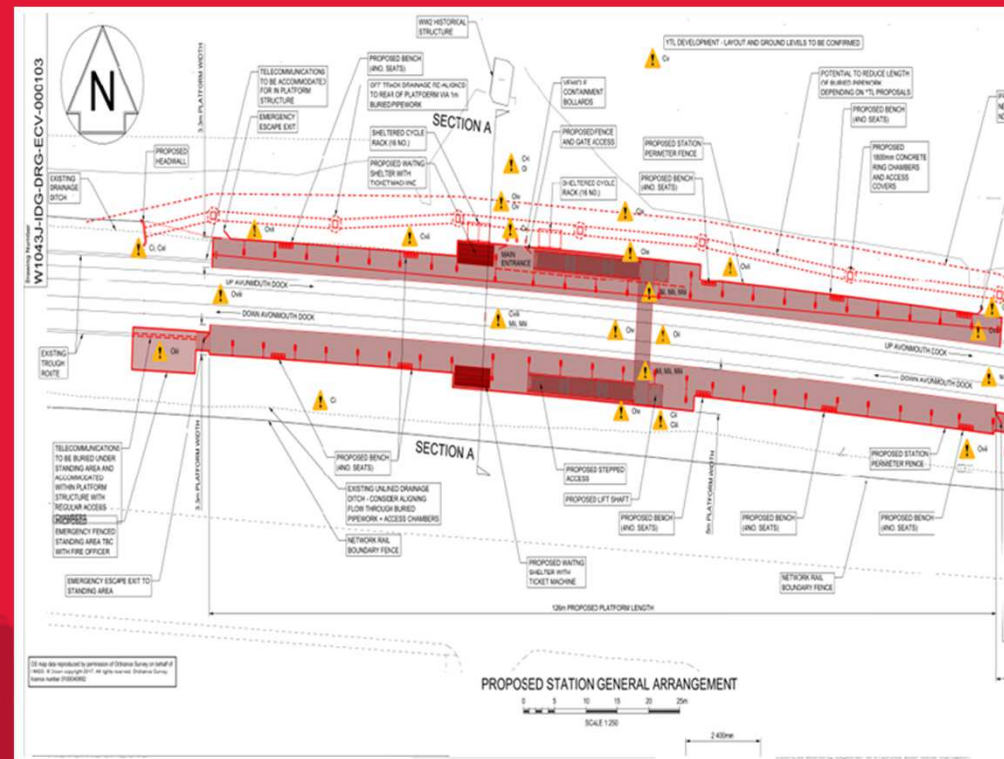
Applicant / GWR / NR / WECA to agree

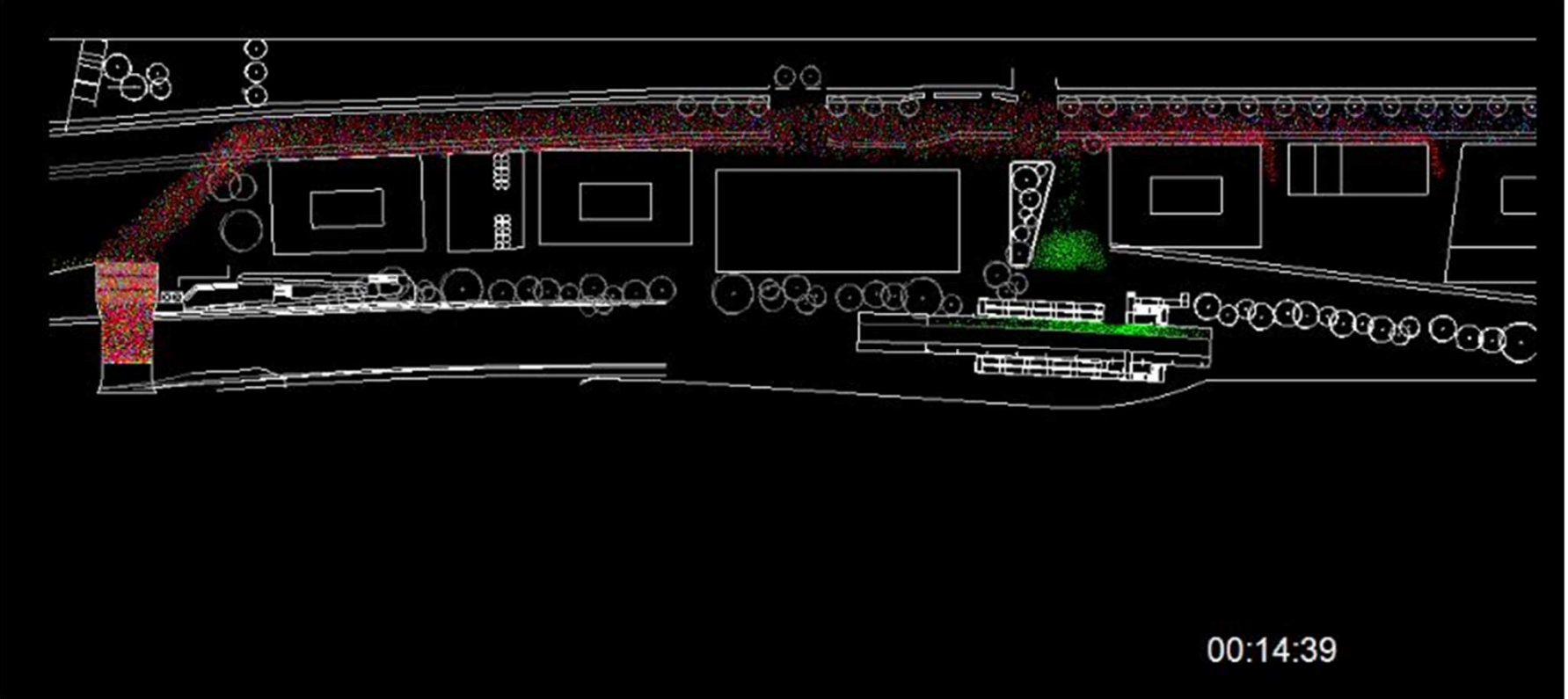
Potential for expanding facilities

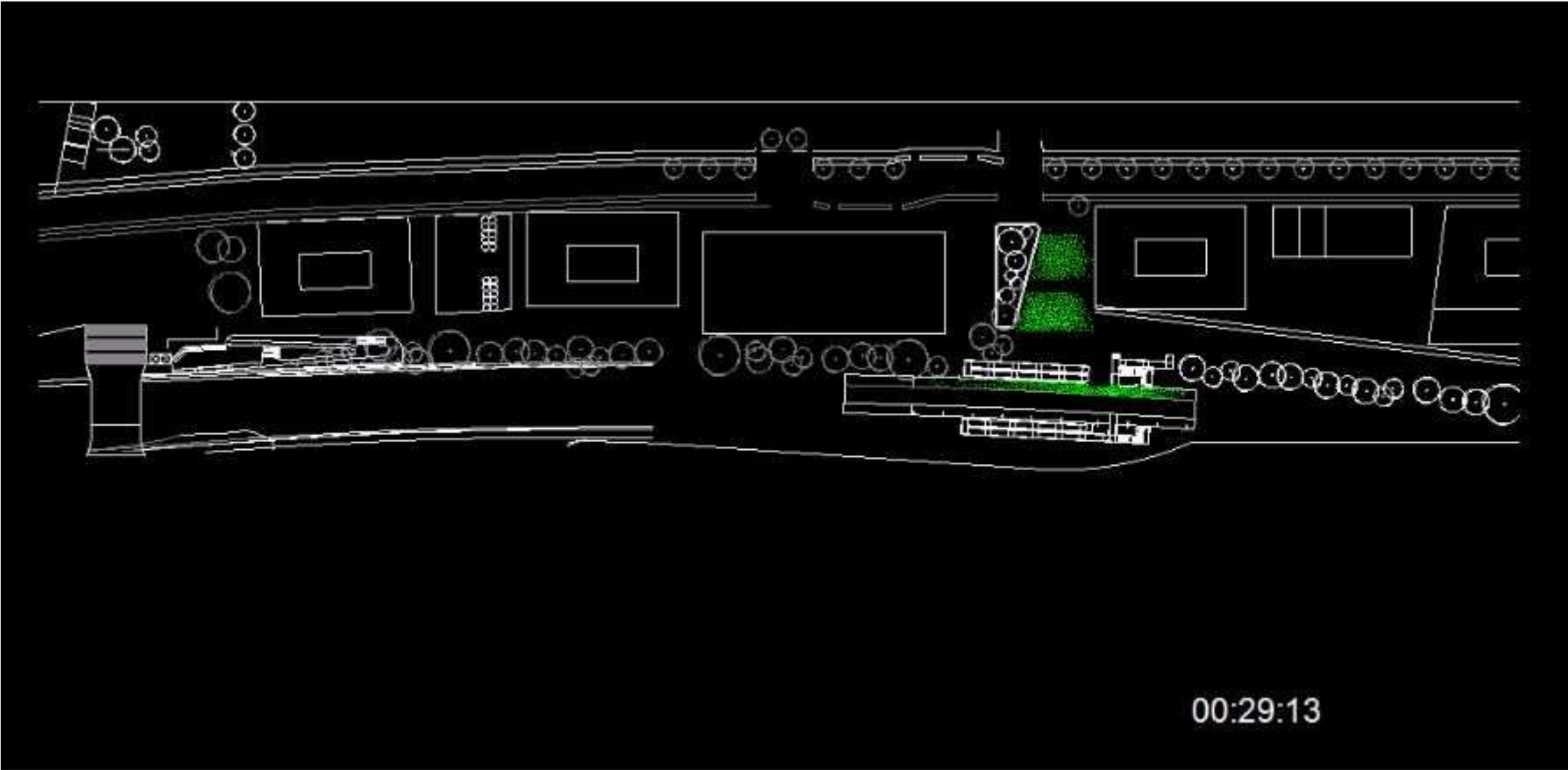
Future Mode Share – 12%

4x 5-carriage trains per hour

Pedestrian Crowd modelling submitted







Transport Package – *Bus Enhancements*

MetroBus CPME

*Directly serving arena
Linkage to Parkway & Centre
Reliant on CPNN infrastructure*

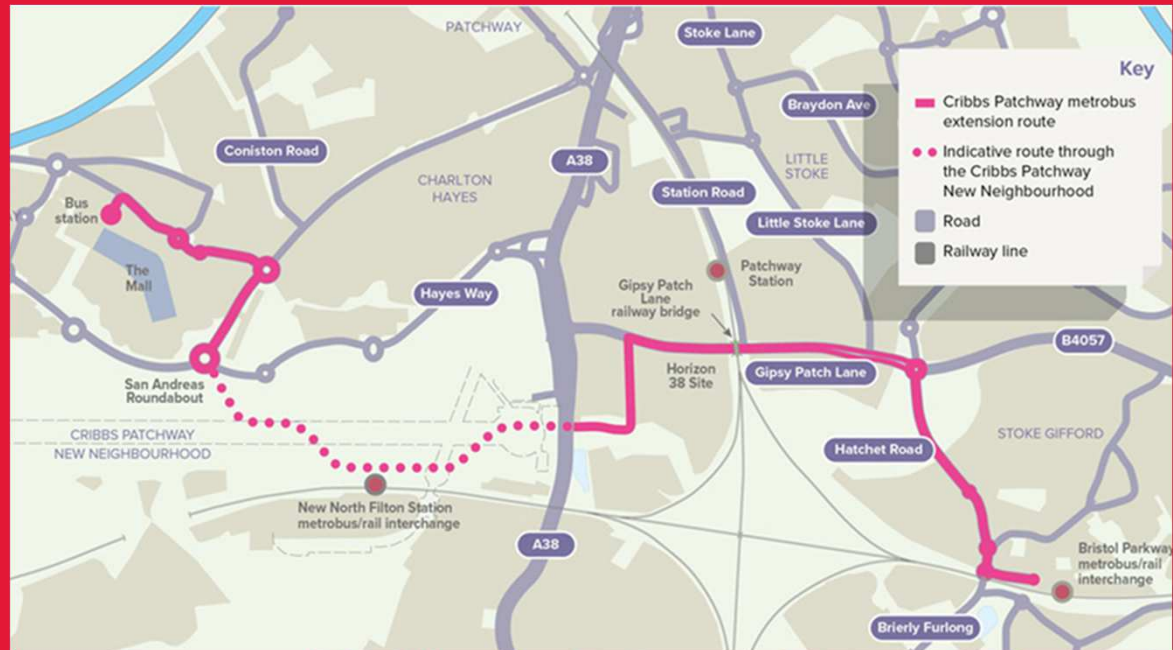
Mode Share opening year - 3%

Requirements – Condition 78

*Potential for pump-priming
Applicant / operator agreement
Potential for expanding facilities*

Future Mode Share – 5%

CPNN PT services will increase



Transport Package – *Cycling Infrastructure*

Mode Share opening year - 5%, future year 8%

Investment in Cycling

CPNN - £2.875m

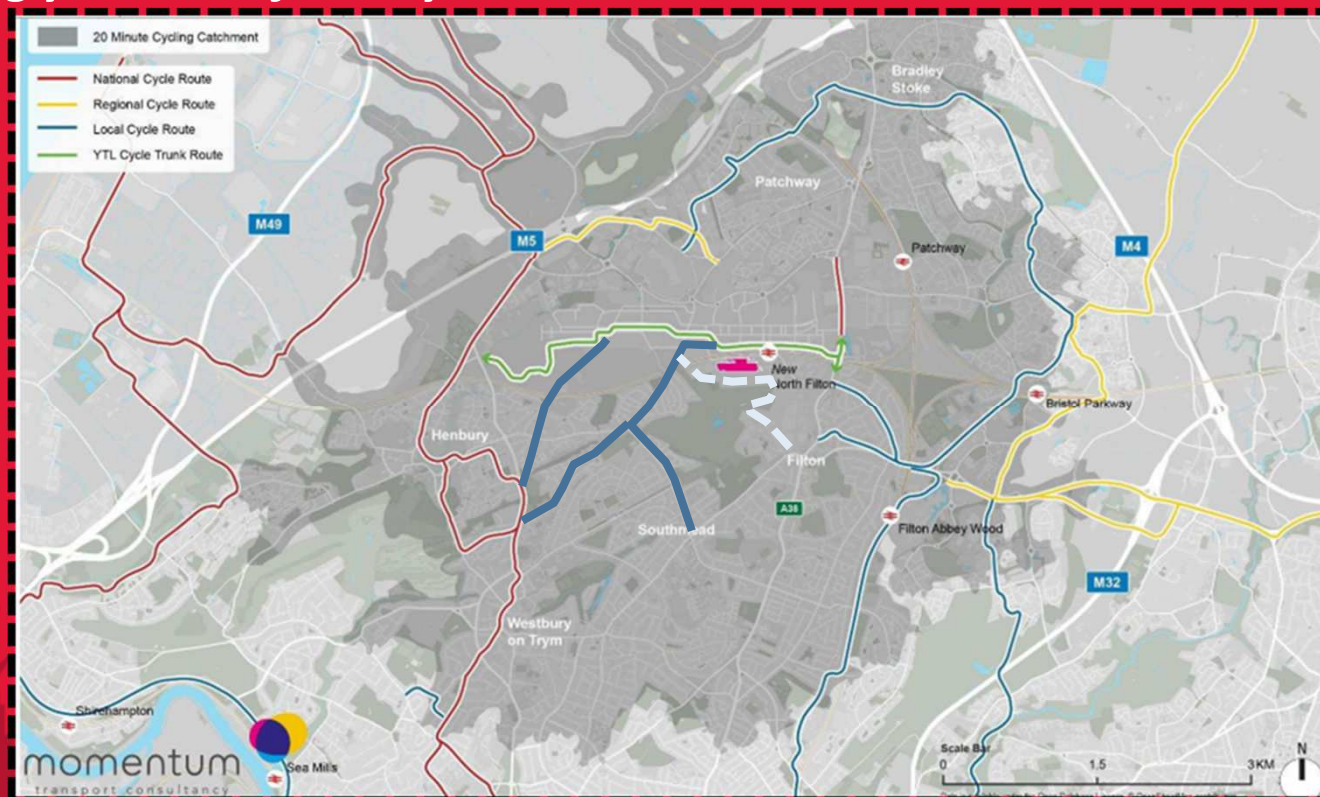
- Pen Park Road*
- Charlton Road*
- Brentry Lane*
- Golf Course Lane*

Financial Contribution

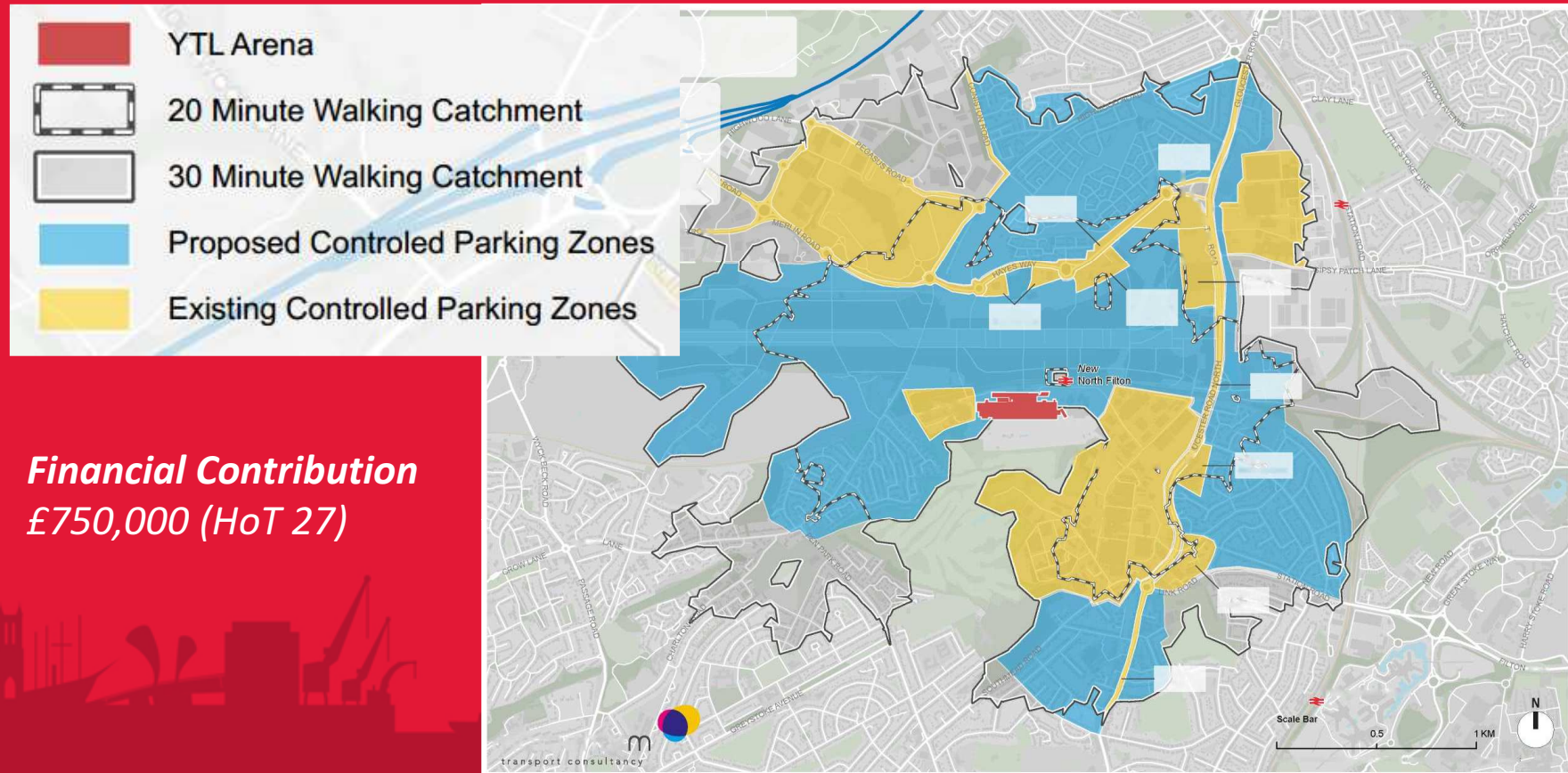
- Charlton Road*

Cycle Parking on-site

- Condition 76*



Transport Package – Restrictive Parking



Financial Contribution
£750,000 (HoT 27)

Transport Package – Travel Plan Targets & Penalties

Scenario / Mode share	Car				Coach	Rail	Bus	City Centre Shuttle Bus	Taxi	Ped Cycle	TOTAL
	Park on Site	Park and Ride	Pick up / dropped off	On street parking							
Do Something	25%	30%	10%	0%	3%	3%	3%	16%	5%	5%	100%
Visitors (17,000 event)	4,250	5,100	1,700	0%	510	510	510	2,720	850	850	17,000
Vehicles (17,000 event)	1,574	1,889	630	0	10	1	8	39	315		4,466

Failure to complete event monitoring – up to £200,000 over 5 years

Failure to meet mode share targets – up to £100,000 over 5 years

- triggers need for additional survey work – up to £100,000 over 5 years

Failure of the Travel Plan in any given year – up to £100,000 over 5 years

Mode Share Comparison

Scenario / Mode share	Car				Bus	Rail	Coach	City Centre Shuttle Bus	Taxi	Ped Cycle	TOTAL
	Park on Site	Park elsewhere	Pick up / dropped off	Park and Ride							
Massive Attack Filton, 2019	57%						12%	25%		6%	100%
Brabazon Hangar (proposed)	25%	0%	10%	30%	3%	3%	3%	16%	5%	5%	100%
Motorpoint Arena Nottingham	74%				4%	11%			7%	4%	100%
Temple Island Arena (2015)	57%			13%	5%	15%	2%		2%	7%	100%
Ashton Gate, Bristol	62%		23%			7%			1%	7%	100%
First Direct Arena Leeds	80%				4%	5%	2%		6%	3%	100%

Sustainable Travel Contributions

Financial Contributions (s106) towards:

- ***£562,000 towards the expansion of Portway Park and Ride facility***
- ***£750,000 to fund the delivery of an Event-Day Restrictive Parking Zone***
- ***£450,000 to fund two arena-specific shuttle bus facilities in the city centre***
- ***£30,000 to fund the BCC staff resources required to manage shuttle buses***
- ***£75,000 towards the delivery of improved cycling facilities along Charlton Rd***
- ***£30,990 to fund the monitoring of the Travel Plan***
- ***£500,000 maximum Travel Plan penalties for failure to meet requirements***
- ***Financial contributions / funding of increased rail and bus services***

Sustainable Travel – Key Conditions

- ***74 - Transport Management Plan – prior to commencement***
- ***75 - Car Park Management Plan – “***
- ***76 - Cycling Management Plan – “***
- ***77 – Rail Service Strategy – within 6 months of commencement***
- ***78 – Bus Service Strategy – “***
- ***79 – Signage and Wayfinding “***
- ***80 - Event and Travel Ticket Sales Strategy “***
- ***HE 01 – Park and Ride Strategy “***
- ***HE 02 – City Centre Shuttle Bus Strategy “***
- ***HE 03 - Event Management Strategy – six months prior to first event***
- ***HE 05 & 06 – Visitor and Staff Travel Plans – prior to occupation***

Transport Modelling

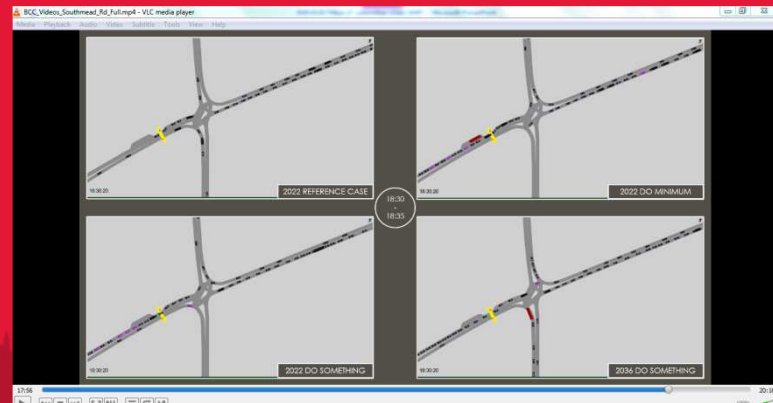
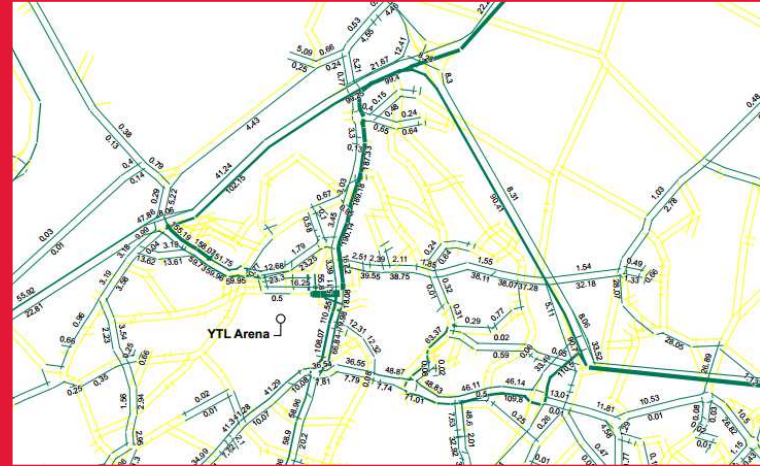


GBATS-SATURN

- *Regional Strategic model*
- *Informs impacts of large development*
- *Covers 08:00-09:00 and 17:00-18:00*
- *Assesses routing of traffic*
- *Model flows fed into detailed modelling*

VISSIM - Microsimulation

- *Local highway network modelling*
- *Calibrated to 16:30-18:30 period*
- *expanded to include BCC's highway network*



Traffic Impacts – GBATS Strategic Model (1700-1800)

Time Period	Arrival Profile
16:00-17:00	5%
17:00-18:00	15%
18:00-19:00	31%
19:00-20:00	31%
20:00-21:00	7%
TOTAL	89%

Location	7,000 Double Event	17,000 Event Do Minimum	17,000 Event Do Something
A38 Gloucester Road, north of Monks Park Avenue	5-10% increase in traffic	10%+ increase in traffic	5-10% increase in traffic
Filton Avenue north of Muller Road	5-10% increase in traffic	5-10% increase in traffic	5-10% increase in traffic
Filton Avenue, north of Toronto Road	5-10% increase in traffic	5-10% increase in traffic	5-10% increase in traffic
B4056 Southmead Road, north of Pen Park Road	10%+ increase in traffic	5-10% increase in traffic	5-10% increase in traffic
Pen Park Avenue west of Southmead Rd	10%+ increase in traffic	5-10% increase in traffic	5-10% increase in traffic
B4056 Southmead Road south of Pen Park Road	5-10% increase in traffic	5-10% increase in traffic	5-10% increase in traffic

5-10% increase in traffic, 10%+ increase in traffic

Traffic Impacts – VISSIM Microsimulation



Above: extension of peak hour conditions (Massive Attack)

Left: extension of scope of VISSIM model into BCC area

Traffic Impacts – VISSIM Microsimulation – A38 / Toronto Rd



Traffic Impacts – VISSIM Microsimulation – Southmead Road



Highway Network Mitigation 01

Delivery of an intelligent transport network for the area (HE 04) including:

- a. M5 Junction 16 and the A38 between the M5 and Toronto Road, Horfield*
- b. M5 Junction 17 area and around Hayes Way to Gypsy Patch Lane*
- c. B4056 Southmead Road, between the A4174 and Pen Park Road*
- d. Filton Avenue North*

Improvements to include:

- a. Study work to involve BCC, SGC and HE officers*
- b. Potential linkage of signal junctions*
- c. Additional CCTV / ANPR cameras to allow for monitoring / management*
- d. Control Centre Management*
- e. Improved signal hardware*
- f. Junction realignment*
- g. Installation of additional Variable Message Signage*
- h. New ducting and communications networks*

Highway Network Mitigation 02

Financial Contributions (s106) towards:

£312,500 towards a fibre optic communications network (ie BNET)

£100,000 towards the study and scheme design

£75,000 to fund a Southmead-area wide mitigation study

£130,000 to fund new signal controllers to run SCOOT / UTC or similar

£25,000 to fund additional control centre staff resource

£200,000 to fund the installation of Traffic Signal CCTV monitoring

£440,000 to fund additional Variable Message Signage in BCC / SGC

Highway Network Mitigation 03 (HE 07)

Weekdays

- *Avoidance of Weekday PM Peak - no finishes between 15:00 and 18:30*
- *No start time earlier than 20:30*

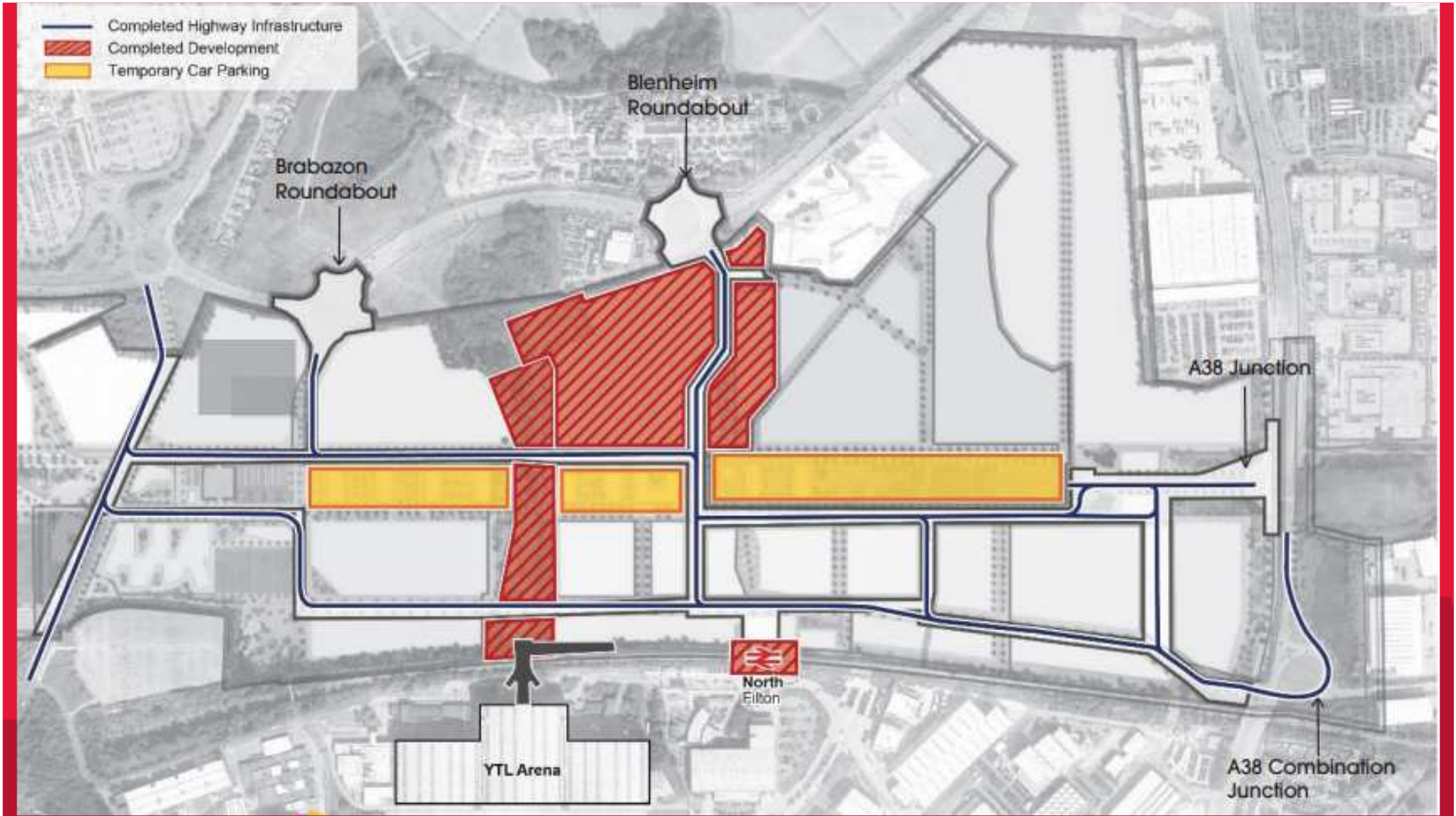
Saturday Events (Aug – May) exceeding 6,999 spectators (capacity) must not

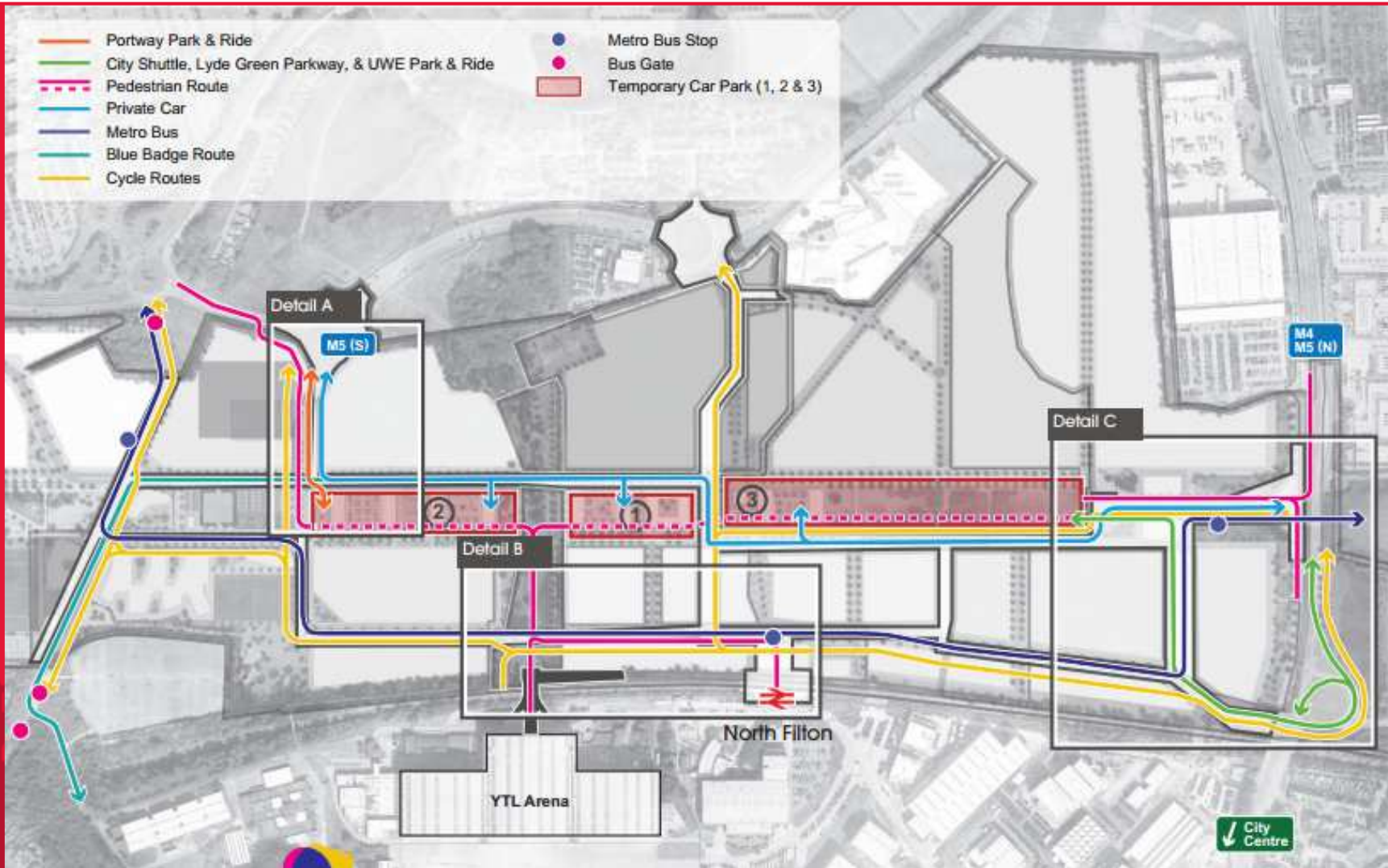
- *finish between 13:00 - 15:00 or 16:30 - 18:30*
- *start between 13:30 - 15:30 or 18:00 - 20:00*

***Tuesday Evenings and Saturday (non-matchdays) to be agreed in writing
Avoidance of clashes with International Cricket Matches at GCCC***

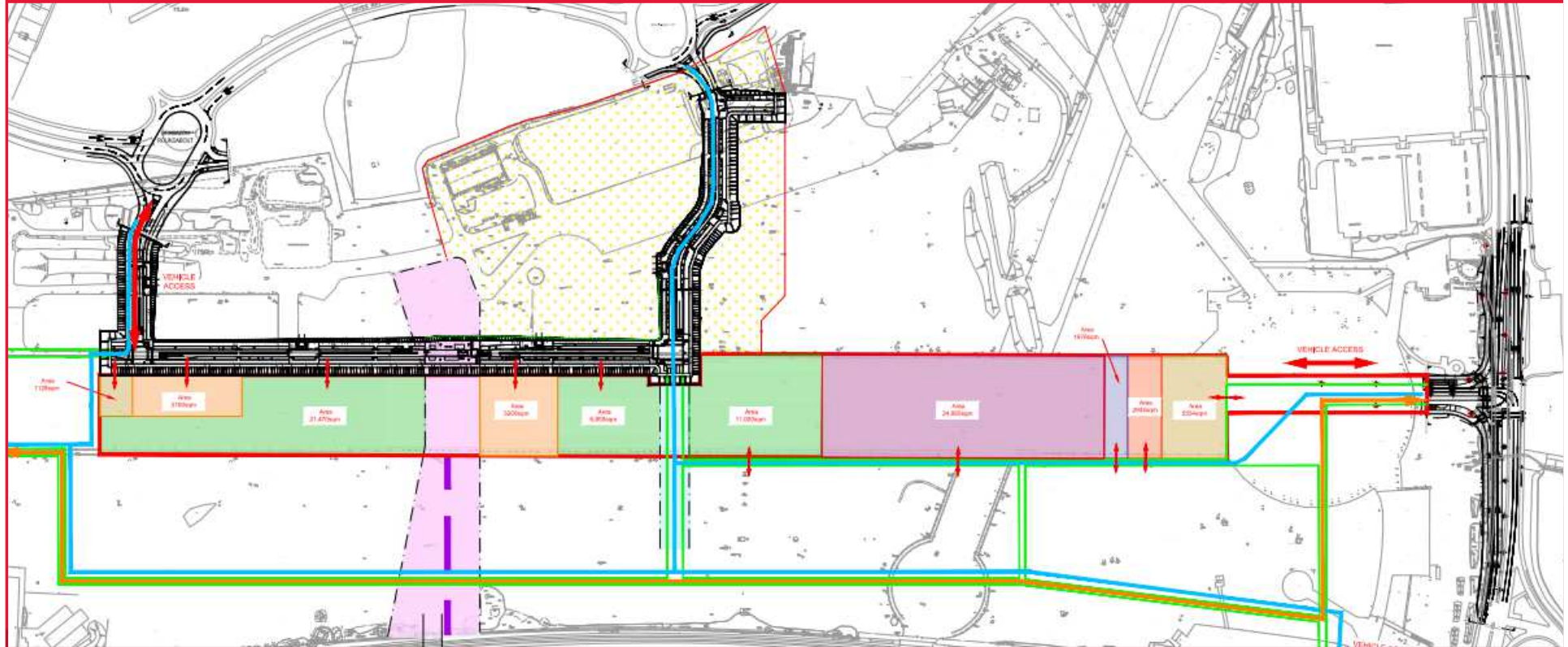
Traffic Management Plan – Opening Year





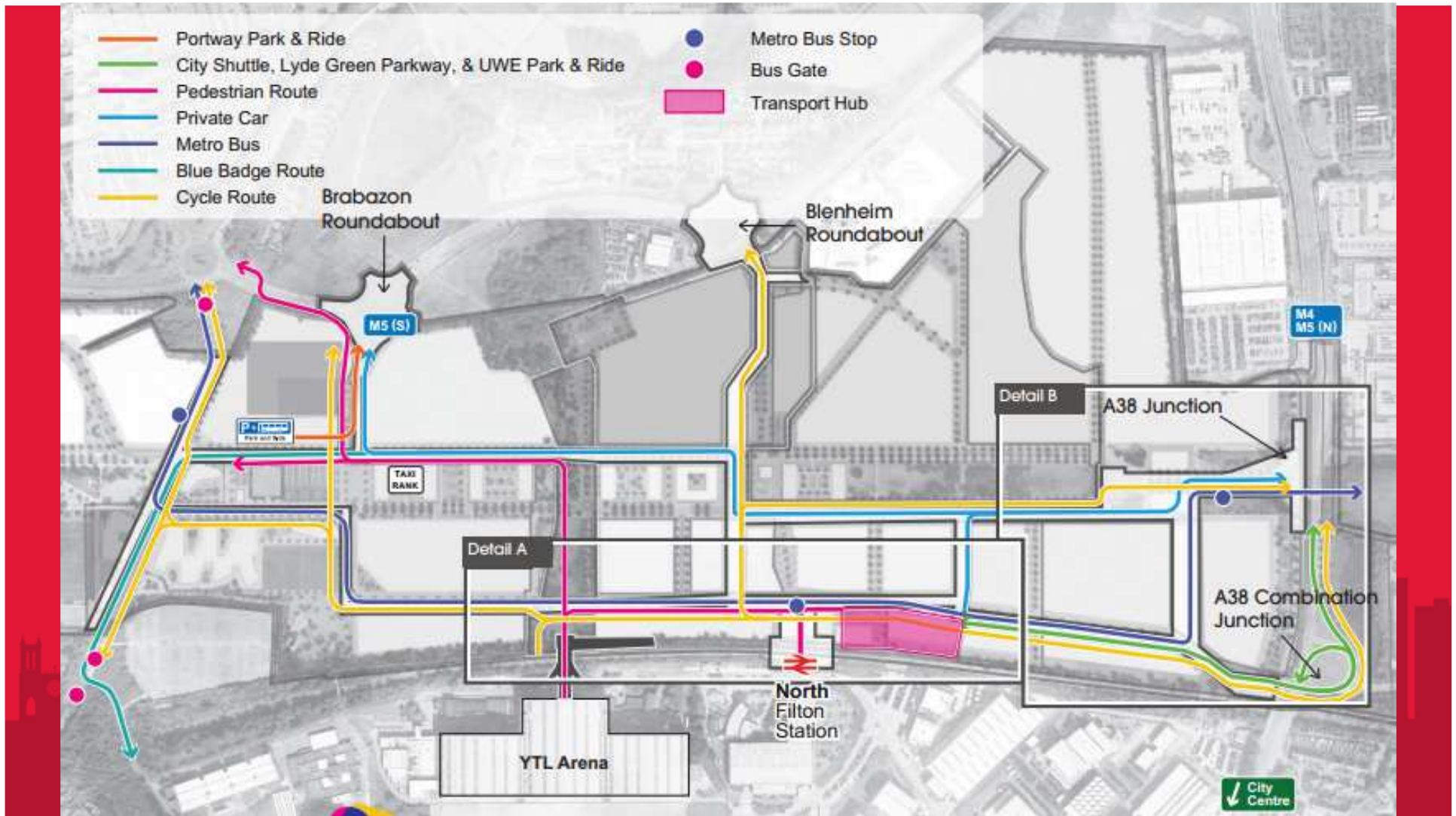


Temporary Transport Hub



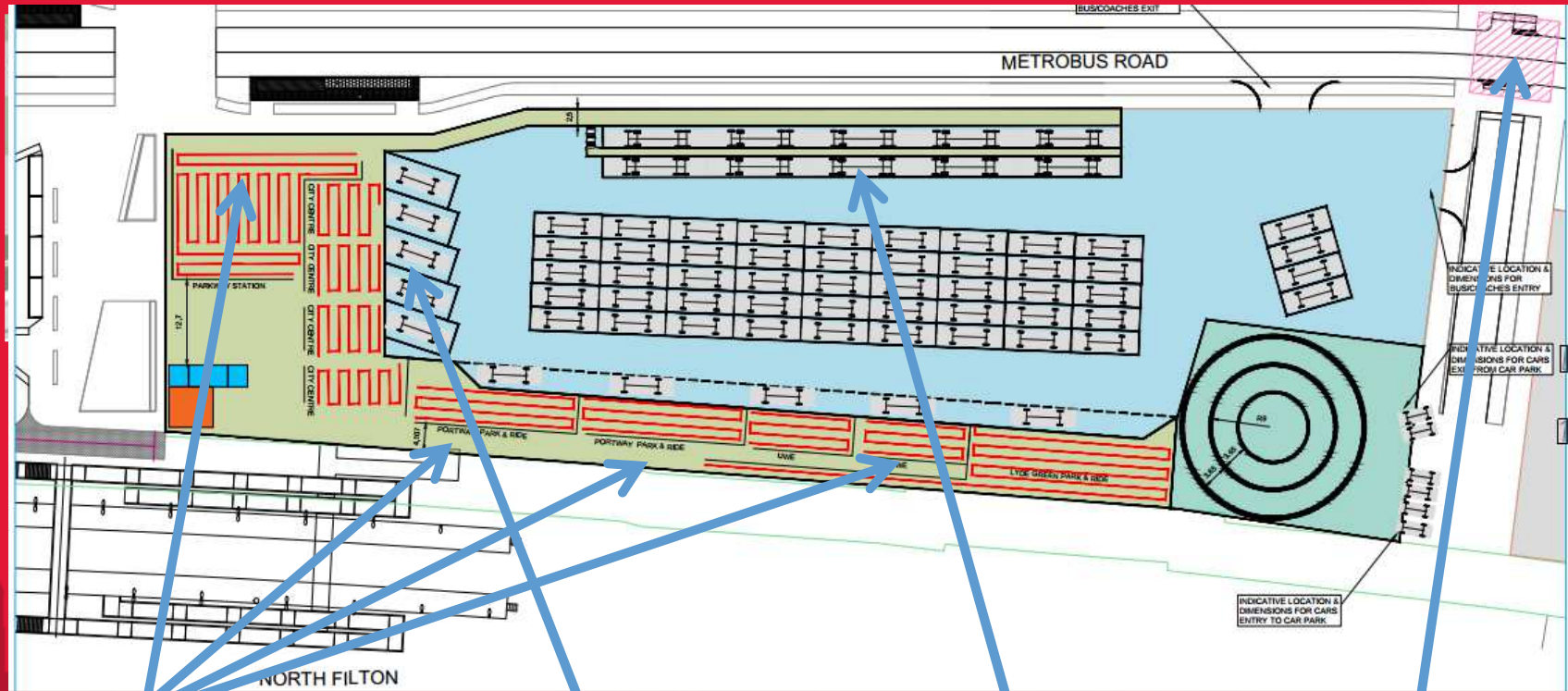
Transport Management – Future Year





Transport Hub – permanent scenario (indicative)

Pick up and Drop-off provision



Park and Ride

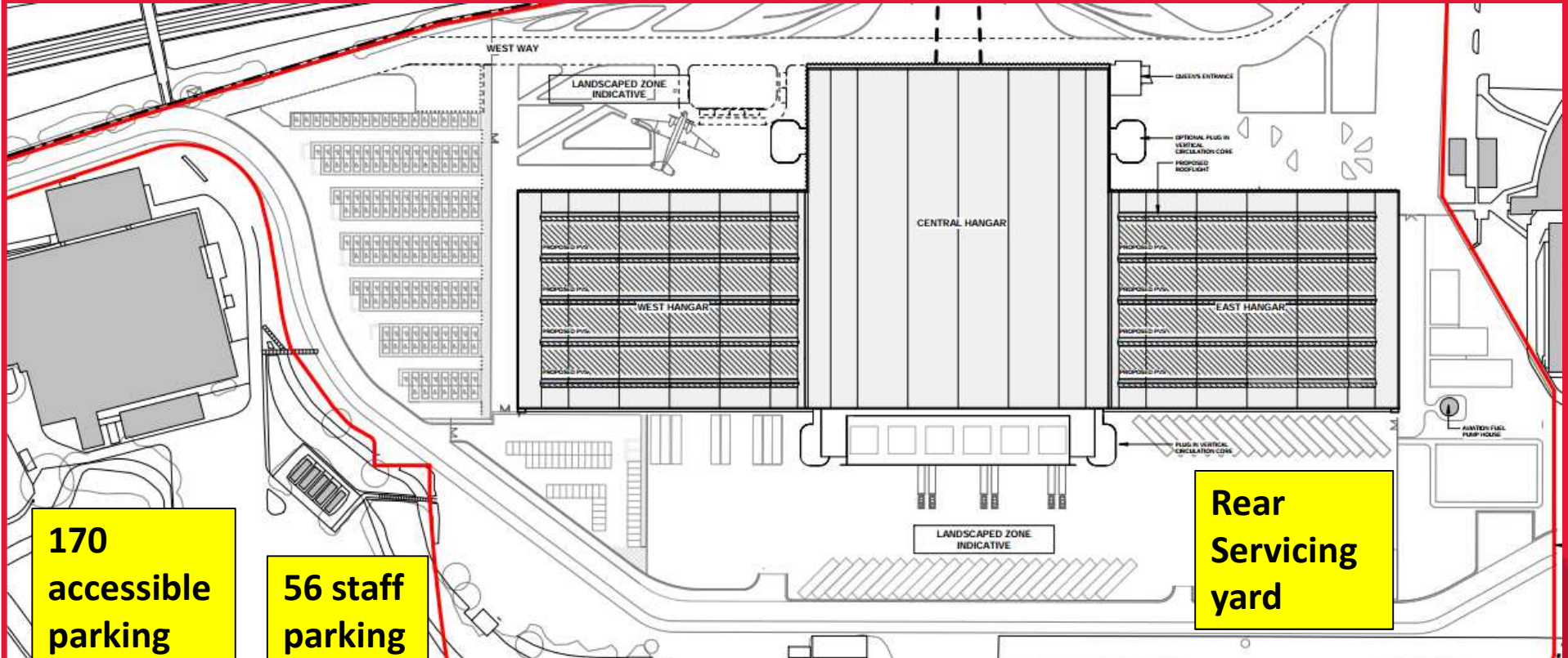
City Centre Shuttle

Coaches

Bus Priority

Access to the Venue





**170
accessible
parking
spaces**

**56 staff
parking
spaces**

**Rear
Servicing
yard**

On-site Layout & Management – Key Conditions

- ***6 & 7 - Construction Management –*** *prior to commencement*
- ***74 - Transport Management Plan –*** *“*
- ***75 - Car Park Management Plan –*** *“*
- ***76 - Cycling Management Plan –*** *“*
- ***HE 05 & 06 – Visitor & Staff Travel Plan -*** *prior to occupation*
- ***43 – Refuse / Recycling*** *“*
- ***50 – Delivery & Servicing Plan*** *“*
including Freight consolidation



Summary 01 – Investment in infrastructure

Refer to p323-325 of report (Appendix 5)

£5.39m package of public / private investment

£3.65m of developer investment in infrastructure, in addition to:

up to 39 City Centre Shuttle Buses

up to 54 Park and Ride buses across 5 sites

Potential Rail Shuttle Services

Increased bus and rail frequencies

£1.74m Investment from WECA / BCC / SGC regional funding

In addition to existing MetroWest / MetroBus investment

Summary

Is the development acceptable in Transport terms?

NPPF paragraph 102:

- potential impacts of development addressed*
- infrastructure and technology opportunities are taken*
- promotion of walking, cycling and public transport*
- identifying adverse impacts and avoiding / mitigating them*

103:

- Major development in areas that can be made sustainable*
- Offering a genuine choice of transport modes*

Laurence Fallon
Transport Development Manager



t: 0117 903 6846
e: laurence.fallon@bristol.gov.uk



Twitter: <https://twitter.com/BristolCouncil>
Web: <http://www.travelwest.info/>
Linked In: <http://uk.linkedin.com/pub/laurence-fallon/94/30a/679>



YTL Arena Bristol – Travel Mitigations

Negative Risks that offer a threat to YTL Arena Bristol - Travel Mitigations and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			
										Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date
1	OBC not submitted to WECA by 4/2/22	Cabinet decide not to support submission of OBC	Funding would not be provided by WECA for measures in BCC authority boundary and funding would have to be found from within BCC	Open			Service Director, Economy of Place	Cabinet recommendation		2	5	10	2,666			0	29/12/22
2	Powers not delegated to Strategic Director, Growth and Regeneration to implement measures	Cabinet decides not to delegate appropriate powers	Officers would have to return to Cabinet to seek further approvals with commensurate loss in time for project delivery and increased cost overheads	Open			Service Director, Economy of Place	Cabinet recommendation		2	5	10	25-50			0	29/12/22

Appendix E Equality Impact Assessment [version 2.9]

Title: North Fringe Infrastructure Project – Package 1 and 2	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input checked="" type="checkbox"/> Function <input type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input checked="" type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input checked="" type="checkbox"/> Changing
Directorate: Growth and Regeneration	Lead Officer name: John Roy
Service Area: City Transport	Lead Officer role: Transport Delivery 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.

There is a clear case for intervention on the transport network as a result of existing capacity constraints on the local transport network in north Bristol which will be exacerbated with the proposed Arena development. A transport mitigation package has been secured through S106 agreement which meets the statutory test but this mitigates the additional impact of the development and not the existing constraints. The case for change includes:

- **Existing capacity constraints** on both the active travel and highway network;
- The development of the Arena will lead to a **significant increase in travel demand** on event days;
- Without mitigation, there will be **significant congestion** on the highway network from planned housing and employment growth which will be exacerbated on event days;
- There is a **lack of suitable provision and capacity for active travel** in the vicinity of the Arena; and
- **Wider challenges** such as Covid-19, the Climate Emergency and future growth lead to **greater uncertainty** which may in turn affect the local transport network.

Scheme objectives are:

- To enable the Arena sustainable access strategy and encourage maximum uptake of sustainable transport modes to / from the Arena, whilst also retaining suitable levels of highway network performance;
- To provide an attractive, safe and usable walking and cycling network to enable active travel to / from the Arena in addition to enabling walking / cycling across the local area;
- To provide clear wayfinding, signage and other crowd management measures for access to / from the Arena;
- To ensure good levels of highway network operation and resilience for event days which will also provide network performance improvements for key routes on the surrounding highway network;
- To be compatible with, and complementary to, the needs and operation of the wider transport network and developments, including the CPNN; and

- To consider the needs of all road users in the design of walking, cycling and interventions, particularly vulnerable road users and the needs of disabled persons and the need to provide schemes which are safe, and perceived to be safe.

The scheme contains two packages: walking and cycling, and traffic management. These packages will complement a number of interventions, being delivered by the developer through a S106 agreement, which will develop a network for walking and cycling and traffic supported by traffic management.

Package 1 – Walking and Cycling improvements along 6 routes comprising:

- Segregated cycle provision;
- Widened footways;
- Parking control measures;
- Provision of dropped kerbs and tactile paving;
- Provision of improved crossing facilities; and
- Improved signage and wayfinding.

Package 2 – the traffic package contains the following elements:

- MOVA/SCOOT signal upgrades and junction co-ordination at A38 Gloucester Road / Monks Park Avenue / Toronto Road junction; M5 Junction 16 and Aztec West roundabout; Four signal controlled junctions on the A38 between the Arena/CPNN access and Filton Avenue; and A38 southbound entry to the Filton Roundabout.
- Relocation of two A38 southbound bus stops; and
- Traffic management system/control centre through the use of new infrastructure and smart technology to integrate linking of signalised junctions; bus priority at signals; crowd management and local management using CCTV; Variable Message Signs; and air quality monitoring.

The packages will enable travel in the area in a safe and sustainable manner.

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 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]
--	------------------------------------	-----------------

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																																																																																						
Census 2011 and Census 2021	As the wider Bristol area will benefit from the project, the statistics used mostly relate to Bristol as a whole. The Census details the demographic profile of Bristol. The first results of the 2021 census will not be available until Spring 2022, so demographic data is still informed by 2011 census and other population related documents (listed below)																																																																																						
2011 Census Key Statistics About Equalities Communities	<table border="1"> <thead> <tr> <th>Age</th> <th>Number</th> <th>%</th> <th>England & Wales %</th> </tr> </thead> <tbody> <tr> <td>0-17 years</td> <td>87,503</td> <td>20.4</td> <td>21.3</td> </tr> <tr> <td>18-64 years</td> <td>284,859</td> <td>66.5</td> <td>62.2</td> </tr> <tr> <td>65 years and over</td> <td>55,872</td> <td>13.0</td> <td>16.4</td> </tr> <tr> <td>Total population</td> <td>428,234</td> <td>100.0</td> <td>100.0</td> </tr> <tr> <td colspan="4">Gender</td> </tr> <tr> <td>Male</td> <td>213,071</td> <td>49.8</td> <td>49.2</td> </tr> <tr> <td>Female</td> <td>215,163</td> <td>50.2</td> <td>50.8</td> </tr> <tr> <td colspan="4">Ethnicity</td> </tr> <tr> <td>White British</td> <td>333,432</td> <td>77.9</td> <td>80.5</td> </tr> <tr> <td>Other White</td> <td>26,160</td> <td>6.1</td> <td>5.5</td> </tr> <tr> <td>Black and minority ethnic group</td> <td>68,642</td> <td>16.0</td> <td>14.0</td> </tr> <tr> <td colspan="4">Religion</td> </tr> <tr> <td>Yes</td> <td>233,234</td> <td>54.5</td> <td>67.7</td> </tr> <tr> <td>No</td> <td>160,218</td> <td>37.4</td> <td>25.1</td> </tr> <tr> <td>Not stated</td> <td>34,782</td> <td>8.1</td> <td>7.2</td> </tr> <tr> <td colspan="4">Disability</td> </tr> <tr> <td>Day-to-day activities limited</td> <td>71,724</td> <td>16.7</td> <td>17.9</td> </tr> <tr> <td>Day-to-day activities not limited</td> <td>356,510</td> <td>83.3</td> <td>82.1</td> </tr> <tr> <td colspan="4">Sexual orientation [1]</td> </tr> <tr> <td>LGBT</td> <td></td> <td></td> <td>6%</td> </tr> </tbody> </table>			Age	Number	%	England & Wales %	0-17 years	87,503	20.4	21.3	18-64 years	284,859	66.5	62.2	65 years and over	55,872	13.0	16.4	Total population	428,234	100.0	100.0	Gender				Male	213,071	49.8	49.2	Female	215,163	50.2	50.8	Ethnicity				White British	333,432	77.9	80.5	Other White	26,160	6.1	5.5	Black and minority ethnic group	68,642	16.0	14.0	Religion				Yes	233,234	54.5	67.7	No	160,218	37.4	25.1	Not stated	34,782	8.1	7.2	Disability				Day-to-day activities limited	71,724	16.7	17.9	Day-to-day activities not limited	356,510	83.3	82.1	Sexual orientation [1]				LGBT			6%
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The population of Bristol	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.
New wards: data profiles including Henbury and Brentry statistical ward profile 2021 Horfield statistical ward profile 2021 Southmead statistical ward profile 2021	The Ward Profiles provide a range of data-sets, including Population, Life Expectancy, Premature Mortality and Education for each of Bristol's 34 electoral wards.
Joint Strategic Needs Assessment (Data Profiles)	Brings together detailed information on health and wellbeing needs within Bristol and looks ahead at emerging challenges and projected future needs. In brief, inequalities in health outcomes are clearly linked to socio-economic deprivation and the parts of the city where general health tends to be poorest are also the most socio-economically deprived parts of the city.
Bristol Quality of Life survey 2020/21 final report	The Quality of Life (QoL) survey is an annual randomised sample survey of the Bristol population, mailed to 33,000 households (with online & 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.
Citizens' Assembly	The citizens' assembly was composed of 60 randomly selected participants. The group reflected the diversity of the population in terms of age, sex, ethnicity, disability, employment status, and geographical location. Bristol Citizens' Assembly was part of a process created by the city of Bristol to gather public input to inform its COVID-19 recovery plan.

Additional comments:

There are significant disparities in the extent to which people in Bristol use different modes of transport, and their experience of accessibility and safety in the city.

	% for whom inaccessible public transport prevents them from leaving their home when they want to	% who feel safe outdoors after dark	% who cycle to work	% who drive to work	% who get a lift to work as a car passenger	% who walk to work
Quality of Life in Bristol 2020-2021						
16 to 24 years	8.4	55.8	11.4	9.6	2.8	46.2
50 years and older	7.8	62.6	8.8	42.9	3	12.9
65 years and older	8.9	61.3	2.6	38	3.3	7.6
Female	10.3	54.2	11	36.1	3.8	23.6
Male	7.5	71.8	18.9	38.9	1	19.8
Disabled	16.4	45.5	6.3	30.9	4.4	8.1
Black Asian & Minority Ethnic	9.9	57	13.5	33.9	3.7	23.1
White Minority Ethnic	10	62.8	16.9	26.7	3.3	28.5
White British	8.6	63.7	14.9	39.4	2.1	20.4
Asian/Asian British	10.3	64.5	10.7	39	6.6	23.1

Black/Black British	5.5	50.8	10	37.4	1.5	17.6
Mixed Ethnicity	11.8	51.6	19.4	25.5	1.5	27.3
White	8.8	63.6	15.2	37.8	2.3	21.4
Lesbian Gay or Bisexual	12.9	58.6	19.1	23.8	1.6	23.2
No Religion or Faith	9	66.4	18	34.1	2	25.2
Christian Religion	8.3	58.5	9.4	43	3.3	15.7
Other Religions	12.7	63.6	14	37.5	2.7	20.2
Carer	10.4	59.7	12.1	42	2.2	19.1
Full Time Carer	14.2	43.3	1.1	44.4	3.5	16.4
Part Time Carer	9.3	65	15	41.3	1.8	19.8
Single Parent	7.6	49.8	10.5	53.5	2.6	19.9
Two Parent	7.5	63	21.5	47	1.1	16.8
Parent (all)	7.6	61.4	20.1	47.7	1.3	17.3
No Qualifications	8.8	55.5	2.6	33.3	5.7	7
Non-Degree Qualified	10.1	52.9	6.7	42.6	4.4	18
Degree Qualified	8.6	67.8	19.6	35.6	1.3	24.4
Rented (Council)	13.4	42.4	3	33.6	4.9	16.1
Rented (HA)	9.3	43.6	8.6	18.4	0.9	38.4
Rented (Private)	11.2	62.6	14.8	22.4	2.5	34.9
Owner Occupier	7.9	65.8	16.4	43.3	2.3	17.3
Most Deprived 10%	9.8	32.9	11.8	40.4	2.6	16.6
Bristol Average	9.1	62.9	15	37.3	2.4	21.6

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 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.

Census data is currently collected every 10 years – and data from the most recent census in 2021 will not become available until 2022. The ONS has also published mid-2020 population estimates. Gaps in data will exist as it becomes out of date or is limited through self-reporting.

Data on the overall number of disabled people is based on residents self-reporting limiting long-term illness or impairment. The 2011 census asks 'Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? Include problems related to old age?' As it is a self-reported figure, the actual number of disabled people in the city may be higher.

We do not have accurate locality equalities data for some protected characteristics e.g. sexual orientation – especially 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.

At present the project has not reached the stage where specific consultation has taken place.

The YTL application was supported by comprehensive community involvement and consultation. We are however aware that this consultation was not specific to this project but along with extensive public consultation the following stakeholder groups were actively engaged:

- Bristol City Council / South Gloucestershire Council local planning authority officers with specialisms in planning, heritage, landscaping, and urban design);
- Bristol City Council and South Gloucestershire Council highways officers, along with Highways England;
- Bristol Urban Design Forum;
- West of England Combined Authority ('WECA');
- Presentations to councillors of both Bristol City Council and South Gloucestershire Council;
- Engagement with local businesses, including with BAE and Airbus;
- Engagement with Great Western Railway (GWR) and Network Rail; and
- Engagement with 'Attitude is Everything'.

The supporting Design and Access Statement submitted by the applicant provides feedback on in depth discussion with 'Attitude is Everything'- Attitude is Everything is the lead organisation in the UK working to improve deaf and disabled peoples access to live events in partnership with audiences, artists and the events industry- early engagement with Attitude is Everything provided the design team with a greater understanding of design guidance and policy guidance for creating accessible places.

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.

More specific package related consultation will be planned to seek the views of stakeholders on the individual schemes and there will be an ongoing update of the EqIA as the project progresses. This will include engagement with local disabled people led organisations to seek specific feedback/access audit on the proposed designs.

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)	
<p>Whilst we have not identified any significant negative impact from the proposal at this early we are aware of a number of existing issues for Bristol citizens in relation to potential improved public transport, cycling and pedestrian infrastructure, and travel mitigation measures based on their protected and other relevant characteristics which we will aim to address through accessible and inclusive design, and ongoing liaison with local equalities stakeholders.</p> <p>As the proposed works have not been fully defined it is not possible to fully assess the extent of all impacts for citizens or staff based on their protected characteristics, however there are some assumptions that can be made.</p> <p>Gender reassignment; Marriage & Civil Partnership; Race; Religion or belief; Sex; Sexual orientation: Whilst we have not identified any significant direct disproportionate adverse impact to these groups at this stage, there may be indirect impacts due to differing demographics in some areas of the city, and different transport modes being more prevalent among some groups. Some schemes may impact some transport modes disproportionately which could have an indirect impact on protected groups. We also need to ensure that there is sufficient consideration in the project development for groups who are less likely to say they feel safe or may be more likely to be victims of hate crime, harassment and anti-social behaviour, including tackling violence against women.</p> <p>Age; Disability; Pregnancy & maternity: These groups are most likely to be directly impacted by interventions. As these groups are most restricted in the modes of transport they can use to travel by, restrictions or diversions during construction, are likely to impact members of these groups.</p> <p>At this early stage, we are of the view that the project, will deliver long term benefits overall but may have negative impact in the short term. The potential for disruption to established access routes, less certainty around accessibility might give rise to new hazards to be negotiated. This has the potential to affect most significantly disability, and – potentially – age indirectly.</p> <p>Suitable mitigation plans whilst not currently developed will be developed to ensure that any impact is minimal and that safe and secure alternatives are provided where possible.</p>	
PROTECTED CHARACTERISTICS	
Age: Young People	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Young people are less likely to feel safe outdoors after dark, and are more likely to be dependent on public transport, cycle and walking
Mitigations:	Potential for initial data from planned consultation to be analysed.
Age: Older People	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Older are less likely to feel safe outdoors after dark, and may be more impacted by disruption during works in terms of accessibility, and wayfinding in the built environment
Mitigations:	Access needs to be considered at the earliest possible stage in planning of works.
Disability	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	A high proportion of disabled people in Bristol: find inaccessible public transport prevents them from leaving their home when they want to; are less likely to feel safe outdoor after dark; are more likely to be reliant on a motor vehicle and less likely to cycle or walk to work. Disabled people with impaired mobility, hearing loss, visual impairment, and those with learning and/or reading and writing difficulties may have difficulties relating to: access issues; effective and suitable means of communication; be

	vulnerable to unplanned or misinformed changes to their environment; or feel isolated or anxious about their environment.
Mitigations:	Access needs to be considered at the earliest possible stage in planning of works. Proposals are for segregated cycle / walking routes which minimise negative impacts of shared paths.
Sex	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Women and girls are less likely to feel safe outdoors after dark
Mitigations:	Potential for initial data from planned consultation to be analysed.
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	LGB people are less likely to feel safe outdoors after dark
Mitigations:	Potential for initial data from planned consultation to be analysed.
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	People who are pregnant / with young children in prams/pushchairs are more likely or impacted by disruption during works or emerging accessibility issues
Mitigations:	Potential for initial data from planned consultation to be analysed.
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	As LGB above transgender people may be/feel less safe using some forms of transport or outdoors after dark
Mitigations:	Potential for initial data from planned consultation to be analysed.
Race	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	People from some ethnic groups including Black/Black British and Mixed Ethnicity are less likely to feel safe outdoors after dark
Mitigations:	Potential for initial data from planned consultation to be analysed.
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Impact to be monitored.
Mitigations:	Potential for initial data from planned consultation to be analysed.
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Impact to be monitored.
Mitigations:	Potential for initial data from planned consultation to be analysed.
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	People living in the most deprived areas of Bristol are less likely to feel safe outdoors, or find public transport accessible
Mitigations:	Potential for initial data from planned consultation to be analysed.
Carers	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Impact to be monitored.
Mitigations:	Potential for initial data from planned consultation to be analysed.
Other groups [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	Impact to be monitored.
Mitigations:	Potential for initial data from planned consultation to be analysed.

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

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

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

Yes. As the proposed works have not been fully defined it is not possible to fully assess the extent of all impacts for people with protected characteristics, however there are some assumptions that can be made.

Age; Disability; Pregnancy & Maternity: These groups are more likely to have direct benefits, as improvements to walking routes and road safety disproportionately benefit older people, children and young people, and disabled people. The increase in accessibility for all groups is a key aim of many of the project.

Indirectly the project will increase the ability to engage in active travel, road safety or accessibility.

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 are no significant negative effects resulting from the proposed project. Short term negative impacts will be managed during project completion.

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

Environmental improvement can encourage the less active to take up walking for transport, as well as encouraging those who were already active to walk more.

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
Update data sources following results of Census 2021	TBC	Spring 2022
Development of specific package consultation	TBC	Spring 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.

Monitoring the impact of the project on different groups is difficult, especially with the small scale of some of the schemes within this project on a whole. As such we propose that the overall city transport monitoring is used as a proxy measure for the success of this action, including monitoring from:

- Citywide data sources
- Neighbourhood Partnerships
- Local Councillor and member of the public requests
- Maintenance records and inspections

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 Director¹.

Equality and Inclusion Team Review: <i>Reviewed by Equality and Inclusion Team</i>	Director Sign-Off:  John Smith: Director, Economy of Place
Date: 14/12/2021	Date: 17/12/2021

¹ 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 Checklist

Title of report: YTL Arena Bristol – Travel Mitigations			
Report author: John Roy			
Anticipated date of key decision; January 2022			
Summary of proposals:			
<p>The scheme contains two packages: walking and cycling, and traffic management. These packages will complement a number of interventions, being delivered by the developer through a S106 agreement, which will develop a network for walking and cycling and traffic supported by traffic management.</p>			
Package 1 – Walking and Cycling improvements along 6 routes comprising:			
<ul style="list-style-type: none"> • Segregated cycle provision; • Widened footways; • Parking control measures; • Provision of dropped kerbs and tactile paving; • Provision of improved crossing facilities; and • Improved signage and wayfinding. 			
Package 2 – the traffic package contains the following elements:			
<ul style="list-style-type: none"> • MOVA/SCOOT signal upgrades and junction co-ordination at A38 Gloucester Road / Monks Park Avenue / Toronto Road junction; M5 Junction 16 and Aztec West roundabout; Four signal controlled junctions on the A38 between the Arena/CPNN access and Filton Avenue; and A38 southbound entry to the Filton Roundabout. • Relocation of two A38 southbound bus stops; and • Traffic management system/control centre through the use of new infrastructure and smart technology to integrate linking of signalised junctions; bus priority at signals; crowd management and local management using CCTV; Variable Message Signs; and air quality monitoring. 			
The packages will enable travel in the area in a safe and sustainable manner.			
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	-	Construction and operation of the scheme will result in the emission of greenhouse gasses	The project has the potential to remove vehicles from the network resulting in a net reduction in carbon over the lifetime of the scheme
		+	Environmental improvement can encourage the less active to take up walking for transport, as well as encouraging those who were already active to walk more.	Segregated cycle provision; Widened footways; Parking control measures; Provision of dropped kerbs and tactile paving; Provision of improved crossing facilities; and Improved signage and wayfinding. Any landscaping measures, including tree and low ground level planting may have some positive benefit for air and built environment quality
Bristol's resilience to the effects of climate change?	Yes	-	The proposal may mean a minimal increased risk of flooding through increased impermeable surfaces.	The design of any mitigation will be developed to minimise impact on the local drainage network.
Consumption of non-renewable resources?	Yes	+	The project will provide improvements that increase active travel and reduce the need to travel by car. In an urban area, 41% of short car trips (up to 69% when including escort, large-retail shopping and 'as passenger' car trips) could realistically be shifted to active travel.	The project is mitigation in itself to minimise the consumption of non-renewables.

Production, recycling or disposal of waste	No			
The appearance of the city?	Yes	+	The project will introduce new public realm and functional/useable space that can be used by all citizens.	
Pollution to land, water, or air?	No			
Wildlife and habitats?	No			
Consulted with:				
Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u>				
The impact of this proposal is a contribution to incentivising modal shift and the reduction of associated pollutants.				
The net effects of the proposals are positive.				
Checklist completed by:				
Name:		John Roy		
Dept.:		Strategic City Transport		
Extension:				
Date:		14/12/2021		
Verified by Environmental Performance Team		Daniel Shelton 14/12/2021		

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 18 January 2022

TITLE	West End Multi-storey Car Park		
Ward(s)	Citywide		
Author: David Bunting	Job title: Service Manager, Traffic & Highways Maintenance		
Cabinet lead: Cllr Alexander, Cabinet Member Transport	Executive Director lead: Stephen Peacock, Executive Director Growth & Regeneration		
Proposal origin: BCC Staff			
Decision maker: Cabinet Member			
Decision forum: Cabinet			
Purpose of Report:			
<ol style="list-style-type: none"> 1. To update Cabinet on the progress of the structural repairs being undertaken on West End multi-storey car park (MSCP); and to seek approval to re-purpose £1.360k of Traffic and Highways Maintenance capital out of existing capital budgets to complete all works on the West End MSCP repairs project, for the reasons set out in this report. 			
Evidence Base:			
<p>Two of the Council’s multi-storey car parks were subject to structural condition surveys in 2017 as both were well over 50 years old. Following receipt of these surveys, a Cabinet Report was submitted on 3rd September 2019 to undertake the necessary repairs in order to extend their working lives by a minimum of 10 years.</p> <p>Works commenced in October 2019 and Temple Gate car park repairs have been completed without any major issues at a cost of c£600k which was in line with its budget.</p> <p>West End MSCP however has proved to be much more problematic for a number of reasons. The main issues can be summarised as follows:</p> <ul style="list-style-type: none"> • The original survey and specification produced by the consultants underestimated the scale of deterioration in the condition of the car park and the original contingency figure of 22% was inadequate. • During the course of the repairs it came to light that the car park was not built to the correct specification and substantial additional costs were incurred due to propping and support. These were not expected or budgeted. • A tenant had to be removed from their unit in West End Car Park due to unforeseen repairs to their roof which incurred an additional £250k cost. • There are significant costs and pressures in delaying the project in terms of demobilisation (c£200k) and loss of parking revenue (c£100k per month) if the re-opening of the car park is delayed. <p>This project has been very challenging and £1.36m of additional capital (which includes a £300k) contingency is required to fully complete the West End works and re-open the car park to the general public. The worst affected areas of the car park (the lower levels) have been repaired and c80% of the works are now deemed to have been completed at a cost to date of c£2.5m. There is a very strong level of confidence that the latest estimates are sufficient to complete all of the works. At the end of January 2022 it is forecast that there will be c£700k of scheduled works still to be completed.</p> <p>In order for the works to continue on site an OED was taken by the Executive Director for G&R on the 20th December 2021</p>			

approving additional payments of c£484k. This amount is included in the £1.36m of additional capital to be approved by Cabinet.

It is recommended that the existing delegated Traffic and Highways Maintenance capital budget is adjusted and repurposed to cover the additional cost of completing this project. Allocation of the additional funding would enable the project to complete this financial year and allow the car park to reopen from April 2022, generating a net revenue income of c£1m a year.

The car park is strategically placed between the city centre (CPZ) and a couple of RPZ's, where there is very high demand for on street parking. The car park alleviates this pressure by providing off street parking for up to 750 vehicles and is often full when events and university open days take place in the city. There are currently 6 electric charge points in the car park and the Council are looking to expand this as demand increases.

As an alternative to completing the work consideration was given to suspending the project and disposing of the site on the open market. This is still potentially attractive given the prime location of the site and the requirement for the Council to generate receipts within the capital programme. We will continue to keep this option under review over the next few years and progress it if market conditions are suitable.

Cabinet Member / Officer Recommendations:

That Cabinet

1. Approve the re-purpose of Traffic and Highways Maintenance capital out of existing capital budgets to complete all works on the West End MSCP repairs project, for the reasons set out in this report
2. Approve a maximum Funding envelope of £1.360m by way of a virement from the Traffic and Highways Maintenance budgets identified to keep the West End MSCP project on track.
3. Authorise the Executive Director for Growth and Regeneration in consultation with the cabinet member for Transport, to take all necessary decisions within the funding envelope to proceed with the works needed including any decisions above £500K
4. Note that these actions would enable the car park to be re-opened to the general public in March/April 2022.
5. Note the Officer Executive Decision taken on the 20th December 2021 to enable the works to continue without incurring additional abortive costs to the Council.

Corporate Strategy alignment:

The One City Plan states:

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

City Benefits:

1. The provision of off street parking along with rationing parking by price and time is an important tool in the promotion of leisure and retail economies, while encouraging greater use of public transport, walking and cycling over long stay parking.
2. RPS supports the long term aims of the local transport policy while also providing a protective ring around the city centre in which parking is prioritised for those residents, businesses and organisations that are based inside each zone.

Consultation Details:

1. Further consultation with Mayor's office and Cabinet through the decision pathway process
2. If officers are advised to proceed with repurposing of existing capital to complete the works there will be no formal public consultation, because none is required.
3. If a decision was taken to dispose of the car park site for development a new decision pathway report would need to be progressed and consultation would be required as part of that new project.

Background Documents:

Bristol City Council's Transport policy aims to discourage long-stay commuter parking in favour of more sustainable modes of

transport such as walking, cycling, public transport and park and ride. Parking charges need to be set at such a level to encourage modal shift. The policy also aims to encourage retail and leisure activities by offering short stay parking whilst supporting the need for greater utilisation of sustainable transport.

<https://www.bristol.gov.uk/documents/20182/3641895/Bristol+Transport+Strategy+-+adopted+2019.pdf/383a996e-2219-dbbb-dc75-3a270bfce26c>

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

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

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

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

- Finance Advice:** The report seeks cabinet approval to repurpose £1.36m of the £10m approved by Cabinet in July 2021 to address the budget pressure on this project. If approved, the costs pressure will be met by reducing the funding available on two of the Highways projects that received additional funding as part of the £10m allocated.
- The rising costs of this project appear to highlight issues with the project management and accountability process between the Council and the appointed contractor. To successfully deliver this project, it is advised that project management is strengthened, and regular reports are brought back to EDM on progress against the revised delivery plan. Table 1 outlined the reprioritisation proposals for which Cabinet approval is sort:

Reprioritising Of Highways Capital allocation	21/22	22/23	Total funded	Reprofile	Revised Total
Replace life expired signals	200	360	560	-360	200
West end and temple St Car Park repairs	1,357	0	1,357	1,500	2,857
Highways cyclical work	1,800	1,000	2,800	-1,140	1,660
BCC Funded	3,357	1,360	4,717	0	4,717

- The £1.36m includes a contingency as well as provision to reinstate fixture and fitting to a business premises on site (this arrangement should be reviewed to see if the Council has any liability for this).
- It is deemed that the expert review by Highways engineers has addressed all risks, and that the extra funding will complete the project. Any additional costs will be covered from the Highways Capital Budget.

Finance Business Partner: Kayode Olagundoye, Interim Finance Business Partner, Growth and Regeneration, 22nd November 2021.

2. Legal Advice: The preferred option involves extending the current contract. Care will need to be taken in ensuring the additional works etc are properly captured within the amended contract, together with any revised targets etc. The aggregate value of the contract remains below the threshold in the PCR2015 which might otherwise trigger the need to re-tender. The rationale behind extending, rather than retendering, is set out in the report.

Legal Team Leader: Eric Andrews, Team Leader, Legal Services, 1 December 2021

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 anticipated HR implications

Celia Williams - HR Business Partner – Growth and Regeneration – 15 November 2021

EDM Sign-off	Stephen Peacock, Executive Director Growth and Regeneration	17 November 2021
Cabinet Member sign-off	Cllr Don Alexander, Cabinet Member Transport	2 December 2021
For Key Decisions - Mayor's Office sign-off	Mayor's Office	20 December 2021

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

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 18 January 2022

TITLE	Future Energy Supply		
Ward(s)	All Wards		
Author: David Gray	Job title: Energy Supply Programme Manager		
Cabinet lead: Nicola Beech, Cabinet Member for Climate, Ecology, Energy and Waste	Executive Director lead: Stephen Peacock, Executive Director Growth and Regeneration		
Proposal origin: BCC Staff			
Decision maker: Cabinet Member Decision forum: Cabinet			
<p>Purpose of Report: To seek approval for energy demand reduction measures, to progress previously approved changes to electricity procurement to the next stage, to introduce changes to gas procurement and metering/data collection services, and to authorise the Executive Director to take the necessary steps to implement the programme. To note the Urgent Key Decisions taken in relation to Electricity Supply Contracts on 4th January and 10th January 2022.</p>			
<p>Evidence Base:</p> <ol style="list-style-type: none"> 1. Recent and unprecedented rises in the market price for energy have highlighted the need for immediate measures to mitigate the impact of these increases on the Council. Beyond this initial response, there are further measures that the Council could undertake to reduce demand for energy, to reduce the cost of energy, and to reduce the carbon impact of the necessary energy we still need. 2. The City Council has made substantial reductions in its carbon footprint (77%) of its operational estate since 2005 and that work is on-going as part of our Climate Action Plan and Corporate Landlord Programme to complete the substantial task of decarbonising the BCC operational property estate. 3. UK Energy Prices have risen significantly in recent months, which cannot be contained within the council’s £9m annual utility budget. This includes, on a recharge basis, around 60 schools, as well as communal area energy costs for Housing blocks (impacting overall HRA budgets) and indirectly impacting tenants and leaseholders through increased costs for their heating and hot water which this energy supplies. These price rises have come at the same time as increased ventilation requirements as a result of Covid-measures, which have increased heating demand. 4. Whilst the growing unpredictability of funding for energy efficiency measures makes planning difficult, there are no-cost and low-cost measures that the Council could be taking to reduce energy demand, and related costs, especially over winter. These will be delivered through co-ordinated actions by Council teams through a virtual task force. 5. The Council has typically contracted for energy supplies on a fixed price basis, using a panel of pre-selected suppliers under a ‘Dynamic Purchasing System’. Whilst this gives financial certainty over the price the Council will be paying for energy, current market conditions mean there is a high probability of locking in to high prices in a falling market. A move to flexible procurement for natural gas supplies, where the price is not fixed at the start of the contract but instead the supplier is allowed to trade for expected Council demand over the lifetime of a contract, removes the risk of locking in at a high price. This is a risk-based approach which is likely to provide better value over the contract term. The rationale and process behind this move is more fully explained in Appendix A. 6. Cabinet approval was granted in February 2021 to develop a mechanism to make more direct use of the 			

electricity generated by the Council's own renewable energy systems and from other local generators. The tender for this is in preparation. This is an interim step to move the Council from grid supply to 'sleeving' arrangements, the next step would be to trial the 'Sleeved Pool' concept, which allows multiple local generators to supply multiple buildings. It is proposed to establish a small pilot supply, working with the City Leap partner once they are appointed, redirecting around £100K of existing planned electricity expenditure to be provided through the pilot arrangement instead.

7. The council has several metering and data collection arrangements in place, with a current combined cost of around £300K pa. We anticipate better data quality and some financial savings if these were to be consolidated in to a new procurement framework. Better data collection systems would also allow the Council to charge tenants located within corporate Council buildings for their energy use based on actual consumption rather than on a fixed cost.
8. Energy contract renewals are ordinarily made under delegated authority following a December 2020 Cabinet Key Decision. Gas and Electricity contracts that had come to the end of their scheduled term were extended or re-let for three months by Officer Executive Decision on 19th October 2021, in order to avoid locking the Council in to historically high prices for any extended period. However, to avoid defaulting to off-contract prices a decision was needed to further extend or re-let until 31st March 2022. As this decision was not within the estimated budget, it was not within the delegated Authority of the Executive Director and was required to be taken before the date of this Cabinet meeting. Urgent key decisions were taken on 4th January 2022 and 10th January 2022 to extend or re-let the contracts for three months (ending 31/3/22) as alternative procurement strategies are currently being developed.
9. Further detail and a breakdown of costs can be found at Appendix A.

Cabinet Member / Officer Recommendations:

That Cabinet:

1. Endorses the establishment of an Energy task force, to develop no and low-cost proposals for energy actions and assign tasks to appropriate managers to reduce energy demand.
2. Approves the development of a small-scale pilot to resolve procurement issues and test operation of the proposed future Sleeved Pool electricity supply model, subject to the appointment of the proposed City Leap Strategic Partner and confirmation of their role in relation to the operation of the Sleeved Pool
3. Approves the development, launch, and use of a 10-year Dynamic Purchasing System for improved metering and data collection services, within a £3M spend envelope for BCC metering and data collection services over the lifetime of the proposed DPS.
4. Approves the introduction of measured consumption (where feasible) as the basis for charging commercial tenants located within Council corporate buildings for energy and water supplied from Council funded supply contracts
5. Notes changing the Council's gas supply contracts from fixed to flexible pricing, in line with delegated authority granted for procurement of energy supply at the December 2020 Cabinet meeting.
6. Delegates authority to the Executive Director Growth and Regeneration to decide, in consultation with Cabinet Member for Climate, Ecology, Energy and Waste, between an extension of the current grid-supply Dynamic Purchasing System by 2½ years (from Oct 2023 to March 2026), or joining a suitable Public Sector Buying Organisation framework, depending on the best route to market for flexible gas supply contracting, with approval for a £12M spend envelope over four years as set out in Appendix A
7. Authorises the Executive Director Growth and Regeneration in consultation with Cabinet Member for Climate, Ecology, Energy and Waste, to procure/award/extend/vary the contracts outlined above, in-line with the procurement routes and maximum budget envelopes outlined in this report (see Appendix A) or in line with budget envelop approved by full council, noting the associated Procurement and Legal commentaries. This Authority includes decisions above the key decision threshold for which the details are included in Appendix A.
8. Notes the current gas and electricity supply contracts have been extended by three months, from Oct 21 – Dec 21 for electricity and Nov 21 – Jan 22 for gas, by Officer Executive Decision, in order to avoid locking the Council in to high market prices for longer than necessary. Urgent Key Decision were taken on 4th January 2022 and 10th January 2022 to further extend or re-let the electricity supply contracts for another three

months (ending 31st Mar 22). These decisions are set out in Appendix A, Annex 3

Corporate Strategy alignment:

1. These initiatives support the transition to the draft Corporate Strategy Priority ENV1 Carbon Neutrality and links to the Priority ED06 Estate Review in helping to reduce energy demand across the Council’s own estate and decarbonising essential residual energy supplies
2. These initiatives reduce cost pressures on the council

City Benefits:

1. These initiatives contribute to delivering One City Goals:
 - a. Goal 81 - Bristol City Council is carbon neutral for direct energy and transport emissions
 - b. Goal 115 - 30% of all electricity consumed in the city is generated from local, renewable sources with communities actively engaged and included

Consultation Details: No

Background Documents:

1. December 2020 Cabinet Decision – Item 20 ([Procurement of Energy Supply](#))
2. February 2021 Cabinet Decision – [Carbon Reduction Projects](#)
3. Sleeved Pool model - [Feasibility Analysis of Bristol City Council’s Electricity Sleeving Pool - Regen](#)
4. BCC Corporate Strategy 2022-2027 - [Corporate Strategy 2022-27 \(citizenspace.com\)](#)
5. One City Goals - [Dashboard - Bristol One City](#)
6. Urgent Key Decisions on extending energy supply contracts
7. [Guidance on Dynamic Purchasing Systems](#)

Revenue Cost	21/22 - £7m additional Cost 22/23 - £3.2m additional Cost	Source of Revenue Funding	Energy Service Utilities Purchase/Highways Electricity/HRA/Schools/Bristol heat Ctrs
Capital Cost	£0	Source of Capital Funding	
One off cost <input checked="" type="checkbox"/>	Ongoing cost <input checked="" type="checkbox"/>	Saving Proposal <input checked="" type="checkbox"/>	Income generation proposal <input checked="" type="checkbox"/>

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

1. Finance Advice: A decision was taken in October 2021 to extend the current contracts for three months at a cost of £2.7 million. This was considered best value option to the Council to prevent reprocurring these services when market prices were at historic high, fixing high rates for an extended period.

As outlined in the report there has been significant increases in the cost of energy and gas supply increasing the cost beyond available budget. Latest expected increase is from a total £9.2m for this year to forecast £19.2m, an increase of £7.0m. This is split across different budgets, with £3.0m increase in the general fund, £2.1m within the Housing Revenue Account, £1.4m for schools, and £400k for heat networks. In 2021/22 this resultant pressure is reflected in the latest budget monitoring, which implies this pressure may be contained by other one-off underspends, if not this additional cost will be funded by remaining inflation contingency.

Beyond 2021/22 there is expected to be continued pressure on unit costs for gas and electricity and this is a risk to the Medium-Term Financial Plan and agreed mitigation and/or provision for this should be reflected in future budgets. Latest forecasts indicate a total pressure of £3.2m against previous prices (allowing for further mitigation measures), this is split between general fund, Housing Revenue Account and Schools. Future cost is dependent on changes in price and demand, and this will need to be managed within annually approved budgets. The report sets out some of the ways the Council aims to reduce the risk of increased energy supplies such as demand reduction measures and by introducing a flexible contract for gas prices as outlined in Appendix A. The value of all the proposed measures is estimated at £3.1m (Appendix A) and this has a significant impact on the ongoing pressure that would have been recorded (even at lower prices). It is assumed that the benefit of these mitigating measures will be actualised from April 2022.

Finance Business Partner: Kayode Olagundoye, Interim Finance Business Partner, Growth and Regeneration, 06th January 2022.

2. Legal Advice: The recommendations in the report are proposing a range of commissioning and procurement activities, potential joint working arrangements (eg with City Leap partner) together with proposals for accessing a variety of grants or similar funding which may become available to support these initiatives. Plainly all new contractual arrangements will have to comply with the Public Contracts Regulations 2015 and the Councils own procurement rules and financial regulations. Contracts should not be concluded unless funding is secured. Authority is sought for the Executive Director take forward a range of procurement and related activities to deliver the programme, and to secure and spend grant monies in support, all without further reference to Cabinet.

Legal Team Leader: Eric Andrews, 11th Nov 21

3. Implications on IT: Unless smart metering or some specific IT based electrical management system is needed, no implication upon IT is anticipated.

IT Team Leader: Iain Godding, Head of Enterprise Architecture 22/11/2021

4. HR Advice: Having read the report, I can confirm that no HR implications are evident.

Chris Hather MCIPD, HR Consultancy Manager - Growth and Regeneration, 4th Nov 21

EDM Sign-off	Patsy Mellor (Director Management of Place) Stephen Peacock (Executive Director Growth & Regeneration)	12th Nov 2021 17th Nov 2021
Cabinet Member sign-off	Cllr Nicola Beech	22 nd Nov 2021
For Key Decisions - Mayor's Office sign-off	Mayor's Office	15 th Nov 2021

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

FUTURE ENERGY SUPPLY – APPENDIX A

Recent extraordinary rises in the market price for energy have highlighted the need for immediate measures to mitigate the impact of these increases on the Council. Beyond this initial response, there are further measures that the Council could undertake to reduce demand for energy, to reduce the cost of energy, and to reduce the carbon impact of the necessary energy we still need. This appendix sets out energy cost pressures the Council is being subjected to, and the details of short and medium-term proposals for demand reduction, carbon reduction, and contractual changes in the way the Council procures energy.

COST PRESSURES

BCC currently contracts for gas and electricity supplies using fixed price contracts. This means that the rate paid per unit over the lifetime of the contract is set based on the market price on the day the contract is signed. Energy is a traded commodity, and the cost does fluctuate. Due to a number of factors the cost of energy has risen to extraordinarily high levels recently, just at the time the Council's supply contracts were coming to the end of their term. These contracts would normally have been renewed under delegation granted at the [December 2020 Cabinet meeting](#), but it was considered unwise to lock the Council in to the high rates prevalent at the time for any extended period. A decision was therefore taken (which the Cabinet is invited to note – Recommendation 8) to extend the previous contracts by a short period, in order to avoid locking in at a time of historic high prices, whilst bringing forward options to reduce energy demand and change the way the Council procures energy. Further detail of Officer Executive Decisions/Urgent Key Decisions taken is at Annex 3 below.

As set out below, and referenced in the report submitted to the [February Cabinet](#), work is under way to develop alternative energy procurement methods that would reduce the carbon load of the Council's energy supply and reduce the Council's level of exposure to market prices.

The overall impact of increased energy prices is expected to be an additional £6M in-year financial pressure on the Council's total energy costs. This includes energy used in Housing (HRA), by schools in the Schools Energy Club, in the district heat network operated by Bristol Heat Networks Ltd, and electricity used in streetlighting. Further detail of this pressure is given at Annex 1.

STRATEGIC INITIATIVES TO REDUCE ENERGY COST AND DEMAND AND TO REDUCE CARBON

Short-term (FY 21/22)

These are measures that need to be taken within the remainder of the current financial year, especially over the forthcoming winter period, when energy demand is at its highest.

Demand reduction measures

(Recommendation 1)

Whilst the growing unpredictability of funding for energy efficiency measures makes planning difficult, there are no-cost and low-cost measures that the Council could be taking to reduce energy demand, and related costs, especially over the forthcoming winter. These have to be taken against factors that will increase demand over the winter, especially the increased ventilation requirements arising from Covid-measures.

The delivery of no-cost/low-cost measures will require co-ordination across a number of Council Teams, and will require strong messaging to support the need for some measures (eg reducing temperatures in offices). This will be best achieved by the establishment of a virtual Energy task force, supported by and involving key Council teams, to develop actions and assign tasks to appropriate managers to reduce energy demand. This task force will also have value beyond the immediate issue. Officers would develop no and low-cost proposals for energy reduction measures across the corporate estate, which will then be assigned to the task force to be implement as soon as possible.

It should be noted that the Council has run a successful 'recycling' fund with matched funding from Salix since 2005. This fund allows the delivery of energy efficiency measures, with resulting cost savings deferred to replenish the original fund for further re-investment. The original core funding of £1.8M has now been spend three times over.

Contractual Changes – Gas

(Recommendations 5-7)

The Council has contracted for gas supplies on a fixed price basis. Whilst this gives financial certainty over the price paid for gas, there is always a risk that the Council could lock in to a high price in a falling market.

The alternative to a fixed price contract is to contract on a flexible price. Under this mechanism, the gas price is not set at the time the contract is signed. Instead, the supplier trades for the Council's expected demand over the life of the contract, securing better prices as trading opportunities arise. This works better over longer contracts, where the supplier is given a wider window in which to trade. There is some risk associated with flexible contracting, and a risk profile needs to be agreed with the supplier to cover aspects such as how much of expected demand needs to have been purchased ahead of use (eg we must have all the gas we need for next month bought by no later than the start of the previous month, etc). So long as the supplier is not overly constrained, they will typically achieve better than market prices under flexible procurement compared with fixed price contracting over the long term.

The other concern over flexible procurement is the variability of the price; we won't know for certain how much we have paid for gas until after we have used it. The risk profile constrains the range of expected prices, but there is an option to set a Reference price, a firm price agreed between the Council and the supplier for budgetary purposes, with a periodic (usually annual) reconciliation of the actual prices and amounts paid. If the supplier has done well in trading for Council requirements, the reconciliation will result in a refund to the Council, if less well, there may be an additional payment. We will be able to obtain forecasts of likely reconciliation costs/payment throughout the year ahead of the actual reconciliation.

Over a four-year contract, we would expect there to be residual consequences from the current high prices over the first year or so, but also some reduced expenditure on gas as the transition to low carbon heating systems takes effect (see gas decarbonisation below). The expectation is that the usual fixed-price contracting would incur a spend of around £12.5M over four years. Allowing for a modest (5%) reduction over market prices as a result of using flexible procurement, the expectation is that a 4-year flexible gas contract for the corporate estate, HRA, and schools would cost around £11M. It should be noted that the UK Government intends to shift carbon-related tax levies from electricity to gas, so gas will become a more expensive fuel.

The Council currently operates a Dynamic Purchasing System (DPS) for grid gas and electricity supplies. Previous Cabinet approval (December 2020) gave authority for the Executive Director Growth and Regeneration, in consultation with Cabinet Member for Climate, Ecology, Energy and Waste, to approve procurements using this DPS within an overall spending envelope, up until the current expiry of the DPS in October 2023. The current DPS may provide a suitable procurement vehicle for flexible contracting, but the approval envelope would limit any new contract to less than two years duration, which is less optimal for flexible pricing. We would therefore need approval for the current grid DPS to be extended from October 2023 to March 2026 (end FY 25/26), in order to allow a longer flexible contract to be set up. There are also a number of Public Sector Buying Organisations (Crown Commercial Service, Laser, etc) that offer a flexible procurement options with trading desk support, that might also provide a suitable route to market for flexible gas contract. We would therefore also need approval for BCC to join and make use of a suitable Public Sector Buying Organisation framework, if this was to prove a better route to market.

Contractual changes – Electricity

(Recommendation 2)

A previous Cabinet Approval ([February 21](#)) gave authority for Officers to develop proposals to make more direct use of the Councils own renewable energy generation and to recruit additional local generators to help supply the Councils zero-carbon electricity requirements. Preparations to go to tender on this are progressing, and it is anticipated that the new arrangements will go live from April 2022.

The sleeving arrangements approved in February 2021 were intended as an interim step and will significantly reduce the Council's exposure to market prices for electricity. The long-term plan is to move to a 'Sleeved Pool' model, which will better support multiple generators supplying multiple customers through a locally virtual pool of zero-carbon electricity. A [report](#) commissioned by BCC on the feasibility of the Sleeved Pool model indicated a number of procurement and operational issues that would need to be resolved, so it has been proposed that a pilot pool

(known as the Sleeved Puddle) should be set up to work through these issues. This would need to be carried out with the support and involvement of the City Leap partner, who may well take on the 'Pool Manager' role. The intent would be to run the pilot alongside the new sleeving arrangements for up to 12 months, starting in mid-2022 when the City Leap partner is on board. Approval is therefore sought to conduct a pilot of the Sleeved Pool model, working with the City leap partner once appointed.

Contractual Changes – Biomass

(To Note)

BCC has a number of biomass boilers, which use wood pellets or wood chip as a carbon-neutral fuel to generate heat. The four wood-chip systems are supplied by arboriculture wastes from the Council's own estate; the six wood pellet systems are operating on a rolling supply arrangement with a biomass supplier. Now that it has been confirmed that the biomass systems will be remaining under BCC management (as opposed to transferring to City Leap), we need to regularise the contractual position in order to secure ongoing biomass supplies. Advice from Procurement is that the best route to market would be through a Public Sector Buying Organisation framework. The duration and value of a biomass framework contract would be below Key Decision level and would be agreed with Executive Director Growth and Regeneration in consultation with the Cabinet Member for Climate, Ecology, Energy and Waste.

Medium-term (beyond 21/22)

These are measures that would be introduced after the current financial year but require development work to start within the current financial year.

Demand management

(Recommendation 3)

In line with industry codes and legislative requirements, BCC has in place a number of arrangements for managing energy supply meters and for collecting data from these. Some of these charges are covered by specific metering contracts, some are embedded in fixed charges within energy bills that are not broken down (the intent is to move to full pass-through tariffs to increase visibility of charges such as this). Together, these services incur charges of around £300K pa.

The Energy Service currently manages approximately 150 half-hourly settled- and 1100 non half-hourly settled- electricity meters, 450 gas meters, and a growing quantity of metering equipment for generation, heat and electric vehicle charge point assets in and around the Bristol area.

At present, the Council has a collection of contracts with meter operators / data collectors / data aggregators (MOP/DC/DA) and data software providers. Some of the existing arrangements are supplier-led or on an informal or rolling basis. This is leading to patchy customer service. There are data quality issues for about 15% of our portfolio of metered supplies, which is hampering energy management. A lack of reliable metering data could potentially risk loss of generation income, and increased disputes with Suppliers and end users. We are also concerned about the increased likelihood of delays to metering works for major projects, posing risks for on-time project delivery.

We need to improve opportunities to take advantage of technologies such as Artificial Intelligence and bespoke time of use and flexi price supply contracts. Additionally, there is an increasing requirement for sub metering and heat metering of our energy assets

The proposal is to co-ordinate the procurement via a Dynamic Purchasing System (DPS), whereby industry-approved providers can apply for appointment to various Categories (LOTS) for metering provision and ancillary services. A DPS will enable us to call-off contracts in a timely manner within an annual cost envelope and to set clear requirements for metering agents that are independent of our energy supply contract arrangements.

Approval in principle is therefore sought to start procurement for a new 10-year Metering DPS. Bids will be sought to set up and operate contracts with metering agents, which will encompass the requirements of BCC-managed assets such as wind turbines, PV, Redcliffe Housing district heating and electric vehicle charge points. The Metering DPS will align with our energy procurement strategy such as the sleeving of the Council's own renewable energy generation to nominated Council sites.

The cost of metering and data collection services is estimated at £3M over a 10-year DPS lifetime. This is comparable with current charges over the same period.

Tenant billing

(Recommendation 4)

Other than the wider Commercial estate (where BCC leases whole buildings to third parties), BCC has a number of tenants in its own buildings, such as DWP in 100TS. The leases for these tenancies includes provision for utility supplies (electrical power, lighting, heating, water, etc), often on a fixed cost basis, ie a fixed monthly contribution towards these costs, irrespective of how much utility the tenant actually consumes. This does not incentivise the tenant to share in efficiency measures being promoted by BCC; it makes no difference to the cost paid by the tenant whether they use more or less of any given utility. Whilst the measurement of utilities by tenants within a building can be complex, and potentially not always cost effective for all utilities, as a general principle, BCC leases should make provision for tenants to be charged for their utility use based on measured consumption at an agreed recharge rate, rather than on a fixed cost basis. Approval is therefore sought to introduce measured consumption as the basis for charging commercial tenants in Council corporate buildings for energy and water supplied from Council funded supply contracts.

Annex 1 to Appendix A - Cost Pressures¹

Cost Pressures against previous rates	21/22 at previous rates	Expected 21/22 spend	21/22 cost pressure	22/23 at previous rates	Expected 22/23 spend	22/23 cost pressure	Comments
Corporate (Gas and Electricity)	£4,444,806	£7,483,904	+£3,039,098	£4,444,806	£7,502,047	+£3,057,241	Un-sleeved/non-flex costs for 22/23
HRA (Gas and Electricity)	£2,752,173	£4,885,265	+£2,133,092	£2,752,173	£4,457,829	+£1,705,656	
Schools (Gas and Electricity)	£1,245,127	£2,690,045	+£1,444,918	£1,245,127	£2,625,081	+£1,379,953	
Heat Centres (Gas and Electricity)	£755,311	£1,162,588	+£407,277	£755,311	£889,934	+£134,623	
Totals	£9,197,418	£16,221,803	+£7,024,385	+£9,197,418	+£15,474,891	+£6,277,473	
Effect of Strategic Measures							
Sleeved Electricity					(£2,828,046)		Avoided cost of Sleeving v Grid supply (Spend would be this much higher on a grid contract)
Flexible Gas					(£163,003)		Avoided cost of flex v fixed contract (Spend would be this much higher on a fixed contract)
Task Force/no- & Low-Cost measures		(£75,376)			(£61,864)		Assumes 1% saving in winter 21/22, enduring 0.5% annual saving thereafter, net of any costs incurred
Sleeved Puddle (Sleeved Pool Pilot)							No Net cost, would involve reallocation of c£100K of existing electricity spend
Metering DPS					(£15,000)		Assumes 5% reduction from consolidation of current arrangements, from 22/23
Corporate buildings tenant billing					(£45,000)		Estimated revenue over current fixed rate charges, from 22/23
Biomass		(£3,000)			(£7,500)		
Net effect after strategic measures applied	£9,197,418	£16,143,427	+£6,946,009	£9,197,418	£12,354,479	+£3,157,061	

¹ Based on market Prices as at pm 15th Dec 21

Annex 2 to Appendix A – Approval Envelopes

Table of Approval envelopes requested

Flex Gas Envelope²	21/22 (Feb/Mar)	22/23	23/24	24/25	25/26	Total
Previous spend	£539,750	£2,429,077	£2,429,077	£2,429,077	£2,429,077	£10,256,058
Fixed Price at market rates	£1,032,423	£4,268,022	£2,570,170	£2,425,331	£2,425,331	£12,721,277
Flex Gas Envelope	£1,032,423	£4,105,020	£2,441,661	£2,243,431	£2,182,798	£12,005,333
Annual saving	£0	-£163,003	-£128,508	-£181,900	-£242,533	-£715,944
		-3.82%	-5.00%	-7.50%	-10.00%	-5.63%

Biomass Envelope	21/22	22/23	23/24	24/25	Total
Previous spend	£60,000	£150,000	£150,000	£150,000	£510,000
Biomass Framework	£57,000	£142,500	£142,500	£142,500	£484,500
Annual saving	-£3,000	-£7,500	-£7,500	-£7,500	-£25,500
	-5.00%	-5.00%	-5.00%	-5.00%	-5.00%

Metering DPS	21/22	22/23	23/24	24/25	26/26	26/27	27/28	28/29	29/30	30/31	31/32	Total
Previous arrangements	£300,000	£300,000	£300,000	£300,000	£300,000	£300,000	£300,000	£300,000	£300,000	£300,000	£300,000	£3,000,000
Consolidated DPS arrangements	£285,000	£285,000	£285,000	£285,000	£285,000	£285,000	£285,000	£285,000	£285,000	£285,000	£285,000	£2,850,000
Annual saving	-£15,000	-£15,000	-£15,000	-£15,000	-£15,000	-£15,000	-£15,000	-£15,000	-£15,000	-£15,000	-£15,000	-£150,000
	-5.00%	-5.00%	-5.00%	-5.00%	-5.00%	-5.00%	-5.00%	-5.00%	-5.00%	-5.00%	-5.00%	-5.00%

² Based on current Market prices (15th Dec 21) out to 2023, assumes gas prices return to historic levels by 24/25

Annex 3 to Appendix A – Urgent Key Decisions

Contract	Period	Total Contract Value	Total Contract Pressure	Total Contract Pressure	By Cost Centre	Contract Value	Value for period at previous rates	Contract Pressure	Comments
October Electricity/November Gas Extensions									
HH Electricity DN508612 (HH) DN508618 (CH)	Oct - Dec	£1,261,598	£565,629	£695,969	G&R (ES)	£591,131	£264,587	£326,545	Paid by ES then Recharged Paid by ES then Recharged
					HRA	£518,304	£230,983	£287,321	
					Heat Centres	£152,162	£70,059	£82,103	
					Total	£1,261,598	£565,629	£695,969	
Schools Electricity DN511370 (HH) DN511373 (NHH)	Oct - Dec	£499,487	£263,083	£236,404	Schools	£499,487	£263,083	£236,404	Paid by ES, recharged to schools
Streetlighting Electricity DN359558	Oct - Dec	£1,304,750	£727,682	£577,068	G&R (Highways)	£1,304,750	£727,682	£577,068	Highways budget
Corporate Gas DN524199 (LSP) DN352351 (SSP)	Nov - Jan	£1,509,265	£635,564	£873,701	G&R (ES)	£519,388	£210,311	£309,077	Paid by ES then Recharged Paid by ES then Recharged
					HRA	£798,307	£323,250	£475,056	
					Heat Centres	£191,570	£102,003	£89,567	
					Total	£1,509,265	£635,564	£873,701	
Schools Gas DN352351	Nov - Jan	£639,295	£206,380	£432,915	Schools	£639,295	£206,380	£432,915	Paid by ES, recharged to schools
Total All October/ November OEDs		£5,214,395	£2,398,338	£2,816,057	G&R (ES)	£1,110,519	£474,897	£635,622	Cost neutral to G&R, recharged Cost neutral to G&R, recharged Cost neutral to G&R, recharged Funded from ES Budget ES Net Spend after recharges Energy Service & Highways
					HRA	£1,316,611	£554,234	£762,378	
					Schools	£1,138,782	£469,463	£669,319	
					Heat Centres	£343,732	£172,062	£171,670	
					Funded from ES Budget	£3,909,645	£1,670,655	£2,238,989	
					ES Net Spend after recharges	£1,110,519	£474,897	£635,622	
					G&R (Highways)	£1,304,750	£727,682	£577,068	
					Combined G&R	£2,415,270	£1,202,580	£1,212,690	
Total all areas	£5,214,395	£2,398,338	£2,816,057						

Contract	Period	Total Contract Value	Total Contract Pressure	Total Contract Pressure	By Cost Centre	Contract Value	Value for period at previous rates	Contract Pressure	Comments
January Electricity Extensions (final values subject to contractual action)									
HH Electricity DN508612 (HH) DN508618 (CH) DN511370 (Schools)	Jan -	£2,406,849	£652,878	£1,753,971	G&R (ES)	£736,220	£206,022	£530,198	Paid by ES then Recharged Paid by ES then Recharged Paid by ES then Recharged
	Mar				HRA	£841,272	£235,419	£605,852	
					Schools	£448,804	£104,944	£343,860	
					Heat Centres	£380,554	£106,493	£274,061	
					Total	£2,406,849	£652,878	£1,753,971	
NHH Electricity (extension) DN508623 (Corporate)	Jan -	£1,810,038	£497,699	£1,312,338	G&R (ES)	£699,751	£192,408	£507,344	Paid by ES then Recharged Paid by ES then Recharged
	Mar				HRA	£1,110,153	£305,254	£804,899	
					Heat Centres	£133	£37	£96	
					Total	£1,810,038	£497,699	£1,312,338	
Streetlighting Electricity DN359558	Jan - Mar	£1,711,439	£658,820	£1,052,619	G&R (Highways)	£1,711,439	£658,820	£1,052,619	Highways budget
Schools NHH DN511373 (Schools)	Jan - Mar	£351,814	£161,567	£190,247	Schools	£351,814	£161,567	£190,247	Paid by ES then Recharged
Total All January OEDs		£6,280,139	£1,970,963	£4,309,176	G&R (ES)	£1,435,971	£398,429	£1,037,541	Cost neutral to G&R, recharged Cost neutral to G&R, recharged Cost neutral to G&R, recharged Balance is recharged Energy Service & Highways
					HRA	£1,951,425	£540,673	£1,410,751	
					Schools	£800,618	£266,510	£534,107	
					Heat Centres	£380,687	£106,530	£274,157	
					Funded from ES Budget	£4,568,701	£1,312,144	£3,256,557	
					ES Net Spend after recharges	£1,435,971	£398,429	£1,037,541	
					G&R (Highways)	£1,711,439	£658,820	£1,052,619	
	Combined G&R	£3,147,410	£1,057,249	£2,090,161					

Contract	Period	Total Contract Value	Total Contract Pressure	Total Contract Pressure	By Cost Centre	Contract Value	Value for period at previous rates	Contract Pressure	Comments
					Total all areas	£6,280,139	£1,970,963	£4,309,176	
Total All OEDs (Gas and Electricity) Oct - Dec plus Jan - Mar for Electricity Nov - Jan for Gas		£11,494,534	£4,369,301	£7,125,233	G&R (ES)	£2,546,490	£873,327	£1,673,164	Cost neutral to G&R, recharged
					HRA	£3,268,036	£1,094,907	£2,173,129	
					Schools	£1,939,400	£735,973	£1,203,427	
					Heat Centres	£724,419	£278,592	£445,827	Cost neutral to G&R, recharged
					Funded from ES Budget	£8,478,345	£2,982,799	£5,495,546	
					ES Net Spend after recharges	£2,546,490	£873,327	£1,673,164	Balance is recharged
					G&R (Highways)	£3,016,189	£1,386,502	£1,629,687	Energy Service & Highways
					Combined G&R	£5,562,679	£2,259,829	£3,302,850	
					Total all areas	£11,494,534	£4,369,301	£7,125,233	

Decision Pathway – Report

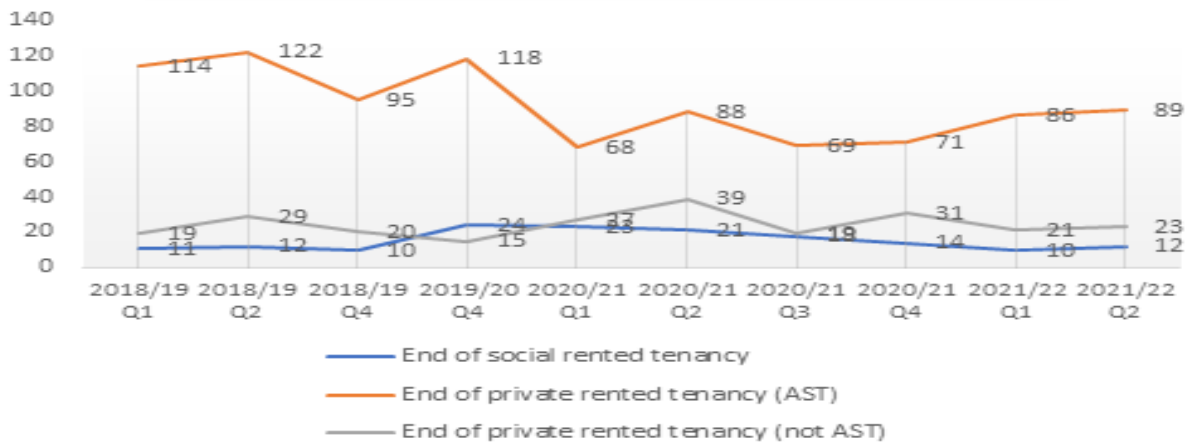
PURPOSE: Key decision

MEETING: Cabinet

DATE: 18 January 2022

TITLE	Homelessness Prevention Grant – Winter 2021 COVID-19 rent arrears financial support		
Ward(s)	City wide		
Author: Paul Sylvester	Job title: Head of Housing Options		
Cabinet lead: Cllr Tom Renhard, Cabinet Member Housing Delivery and Homes	Executive Director lead: Stephen Peacock, Executive Director Growth and Regeneration		
Proposal origin: BCC Staff			
Decision maker: Cabinet Member Decision forum: Cabinet			
Purpose of Report: To seek approval to accept the Department for Levelling Up, Housing and Communities (DLUHC's) Homelessness Prevention Grant (Winter 2021 COVID-19 rent arrears financial support) and to distribute in accordance with the principles set out in the report and in compliance with the grant conditions to avoid eviction or secure a new home for private rented tenants at risk of homelessness.			
Evidence Base:			
Bristol context			
<p>Whilst we were disappointed to see the removal of the eviction ban and that the Local Housing Allowance will be frozen again in 22/23, we are pleased to see that the government have responded to lobbying from local authorities and homelessness organisations to support people in the private rented sector who have suffered financially due to the pandemic.</p> <p>Over 30% of households in Bristol live in the private rented sector (PRS). Bristol's PRS is in high demand and rents in the South West have risen by 9% in the last 12 months. The challenges of affordability mean that for many households in the PRS who have lost employment, or had their income reduced, this can quickly lead to rent arrears and put their tenancy at risk.</p> <p>This one-off payment of £610k will enable Bristol City Council to support between 150 and 250 low-income private renters with COVID-19 related rent arrears to avoid eviction or find a new home.</p> <p>The graph below shows the number of households in the PRS who have approached BCC for support and where they are threatened with homelessness within 56 days. It shows the number of private tenants with Assured Shorthold Tenancies and other agreements; as well as the number of social housing tenants who are threatened with homelessness.</p> <p>Whilst we did see a reduction in private rented possession proceedings and evictions in 20/21, the numbers have started to increase, linked to the removal of the eviction ban and other protections, for example longer notices.</p>			

Reasons for Homelessness (for cases where first duty was accepted during quarter only)



Since Q2 21/22, we have seen a significant increase in the number of PRS tenants contacting the Housing Options Service due to concerns about homelessness. There are over 200 PRS tenants who need support now to prevent homelessness.

Grant conditions

The Department for Levelling Up, Communities and Homes (DLUCH) has confirmed that Bristol will receive an allocation of £610,000 in grant for 21/22 to be spent by 31.3.22

The grant is made specifically to prevent homelessness from the PRS and to enable households to move into affordable/sustainable PRS tenancies.

The grant may not be used to pay for Temporary Accommodation (TA) costs. However effective prevention will mean that affected households do not present as homeless and will not need TA.

Who and how will we help?

The target group for prevention of homelessness for the PRS is any low-income household at risk of homelessness – mainly those in rent arrears.

The target groups for access to the PRS are supported housing, hostel and TA residents. Each move on from such accommodation to the PRS can free up high-demand bedspaces, reduce rough sleeping numbers and reduce the council’s use of TA.

Anticipated expenditure will be split as follows: 70% prevention; 30% access to sustainable PRS tenancies. This can be flexed depending on casework and take up of the fund’s use.

The majority of spend will be on paying arrears (preventions); and enabling access to the PRS (deposits, rent in advance, landlord incentive payments, removals and essential household goods).

We will prioritise:

- 1) preventing homelessness for households which we would otherwise have to accommodate in TA if evicted (preventions) i.e. families with dependent children; and
- 2) moving households into sustainable PRS tenancies who are:
 - Accommodated in TA
 - Accommodated in supported housing and hostel accommodation. Resultant vacancies can be filled by households currently accommodated in TA.
 - Currently staying with family members or friends in the short term, who would require TA if not provided with a housing option.
 - Living in unaffordable PRS accommodation who can move to sustainable PRS homes.

Robust financial controls and audit

This funding will only be used when all other options to prevent homelessness have been explored.

A referral will be completed, and decisions made by Team Leaders and Managers with Head of Service oversight

A payment will be made to a Landlord to rescue a tenancy on condition that:

- Landlord will issue the tenant with a new 12-month Assured Shorthold Tenancy
- Referrer confirmation that 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

Accurate and comprehensive records will be kept including - All referrals, payment requests and associated documents

There will be regular reporting to the Cabinet member for Housing Delivery and Homes on outcomes.

Cabinet Member / Officer Recommendations:

That Cabinet:

1. Authorises the Executive Director of Growth and Regeneration in consultation with the Cabinet Member for Housing Delivery and Homes to accept the Department for Levelling Up, Housing and Communities' (DLUHC) Homelessness Prevention Grant and thereafter distribute in accordance with the principles set out in the report and in compliance with the grant conditions.

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:

None

Background Documents: None

Revenue Cost	£610,641	Source of Revenue Funding	DLUCH grant funding
Capital Cost	£0	Source of Capital Funding	
One off cost <input type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

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

This is one-off payment that will enable Bristol City Council to support between 150 and 250 low-income private renters with COVID-19 related rent arrears to avoid eviction or find a new home.

Please note that grant cannot be used to pay for Temporary Accommodation (TA) costs. However, funding will help to prevent affected household to be presented as homelessness and averting added pressure on TA budget.

The allocation is for 21/22, any unspent grant is expected to be returned although request for a carry forward will be made if required.

Finance Business Partner: Aisha Bapu 10th January 2022

2. Legal Advice: The proposal to accept the DLUHC’s Homelessness Prevention Grant raises no particular legal issues other than the need to ensure compliance with the grant terms, in particular regarding its use to assist tenants in the private rented sector etc.		
Legal Team Leader: Eric Andrews, Team Leader, Legal Services; 24 December 2021		
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 4 January 2022		
4. HR Advice: There are no anticipated HR implications		
HR Partner: Celia Williams, HR Business Partner, 29 December 2021		
EDM Sign-off	Stephen Peacock, Executive Director Growth and Regeneration	1 December 2021
Cabinet Member sign-off	Cllr Tom Renhard, Cabinet Member Housing Delivery and Homes	6 December 2021
For Key Decisions - Mayor’s Office sign-off	Mayor’s Office	20 December 2021

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

Homelessness Prevention Grant – Winter 2021 COVID-19 rent arrears financial support Risk Register

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 - 001	Money spent doesn't prevent homelessness or set up a new sustainable tenancy	Landlord decides to continue with eviction	Household is made homeless	Open	Empowering and Caring	Financial	Paul Sylvester	Guidance for staff is clear and all payment requests must be approved by a team leader or manager, to ensure that homelessness is prevented or a new tenancy is established, including confirmation of same by all relevant landlords. Audit arrangements are clear and established.	↔	1	2	2		1	2	2	Jan-22
HPG - 002	Fund is not spent by 31/03/2022 as per grant conditions	Not supporting enough households leading to an underspend	Unspent grant is returned to DLUCH	Open	Empowering and Caring	Financial	Paul Sylvester	In addition to seeking permission from DLUCH to carry forward any underspend to 22/23 we are tracking expenditure on a weekly basis and will temporarily re-assign additional resources as needed to support more households	↔	2	2	4		2	2	4	Jan-22
HPG - 003	Use of the fund doesn't reduce Temporary Accommodation expenditure	Households are supported that would not have needed Temporary Accommodation. There is an increase in households being made homeless	Expenditure on TA is higher than forecast	Open	Empowering and Caring	Financial	Paul Sylvester	There will be clear records of the priority use of the fund, concerning households which are: Subject to tenancy rescue and thus do not require TA Moved from TA to new PRS tenancies Moved from supported housing to new PRS tenancies, thus creating vacancies for others in need Moved from TA into supported housing vacancies	↔	2	2	2		2	2	4	Jan-22
HPG - 004	Payments to landlords are too slow to prevent evictions	The system for making payments takes too long. Occasionally to rescue tenancies fast payments are needed	Households are made homeless	Open	Empowering and Caring	Communities and Reputational	Paul Sylvester	GWCU will provide payments, under contract, and can do so within 24 hours of a request.	↔	1	2	2		1	2	2	Jan-22

Equality Impact Assessment [version 2.9]



Title: Homelessness Prevention Grant – Winter 2021 COVID-19 rent arrears financial support	
<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 checked="" type="checkbox"/> New <input 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.

This one-off payment of £610k will enable Bristol City Council to support between 200 and 300 low-income private renters with COVID-19 related rent arrears to avoid eviction or find a new home. The majority of spend will be on paying arrears (preventions); and enabling access to the private renter sector (deposits, rent in advance, landlord incentive payments, removals and essential household goods).

1.2 Who will the proposal have the potential to affect?

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

1.3 Will the proposal have an equality impact?

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

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

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

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

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

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

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

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

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

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
Housing Support Register	Case specific database for at risk and vulnerable citywide Homelessness prevention placements
Abritas	Case specific database for citywide Homelessness Prevention Service to capture those assessed under the Homelessness Reduction Act - linked to gov.uk 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
<p>Additional comments: Statutory homeless statistics capture data on everyone who has been assessed under the Homelessness Reduction Act. This is easily one of the best sources of homelessness statistics in the world.</p> <p>The latest national statistics (2020-21) indicate that homelessness has disproportionately affected certain communities, with single households, young people, and people of colour (especially Black/Black British people) who have seen the greatest increases.</p> <p>National statistics show 84.9% of the overall population is White British, compared to 69.6% of people experiencing or at risk of homelessness. Black/Black British is the most overrepresented ethnic group comprising 9.7% of those owed a homelessness duty. In Bristol these national figures are broadly replicated with 16% of the population who are Black, Asian and minority ethnicity, compared to 30-40% of homeless acceptances between 2012 and 2018.</p>	

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

<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Gender Reassignment
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<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.

GENERAL COMMENTS (highlight any potential issues that might impact all or many groups)	
We have not identified any significant negative impact from the proposal and overall we expect the financial intervention to prevent a household from becoming homeless or supporting them to move into another tenancy will only have a positive impact on people from those protected or relevant characteristic groups who are at risk of homelessness from their private rented tenancy. We are aware that our allocation process may mean that there may be some groups that disproportionately benefit, whereas other groups may not to the same extent. For example families with children vs single people or childless couples with no vulnerabilities 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.	
PROTECTED CHARACTERISTICS	
Age: Young People	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Age: Older People	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Disability	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Sex	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Race	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	

OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Carers	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Other groups [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 financial intervention to prevent a household from becoming homeless or supporting them to move into another tenancy will only have a positive impact on people from those protected or relevant characteristic groups who are at risk of homelessness from their private rented tenancy.

Step 4: Impact

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

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

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

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

No significant negative impacts identified. The prioritisation process may mean that some protected characteristics disproportionately benefit however this is justified on the basis of need.

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

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

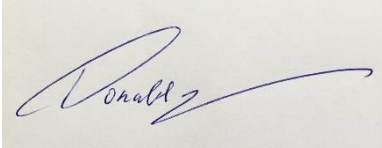
4.3 How will the impact of your proposal and actions be measured?

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.

Records will be kept showing how many households, broken down by protected characteristics, were supported to 1) prevent homelessness and continue to live in their tenancy or 2) secure alternative private rented accommodation

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 Director¹.

Equality and Inclusion Team Review: <i>Reviewed by Equality and Inclusion Team</i>	Director Sign-Off: Donald Graham, Director Housing and Landlord Services 
Date: 10/1/2021	Date: 10/01/2022

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

Eco Impact Checklist

Title of report: Homelessness Prevention Grant – Winter 2021 COVID-19 rent arrears financial support				
Report author: Paul Sylvester				
Anticipated date of key decision 18/01/2022				
Summary of proposals: To approve the spend of DLUHC's Homelessness Prevention Grant (Winter 2021 COVID-19 rent arrears financial support) to avoid eviction or secure a new home for private rented tenants at risk of homelessness.				
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		Although there may be some transport associated with some renters moving home, the impact is unlikely to be more than would have taken place without the grant.	
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			
Consulted with:				
Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u>				
The proposal is purely financial in nature. There are not expected to be any significant environmental impacts of this proposal and no measures to mitigate the impacts are therefore necessary.				
Checklist completed by:				
Name:			Paul Sylvester	
Dept.:			Growth & Regeneration	
Extension:				

Date:	06/01/2022
Verified by Environmental Performance Team	Giles Liddell, Project Manager - Environmental

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 18 January 2022

TITLE	City Leap Energy Partnership – procurement update		
Ward(s)	City-wide		
Author:	David White	Job title:	Head of City Leap
Cabinet leads:	Cllr Beech, Cabinet Member for Climate, Ecology, Waste and Energy	Executive Director lead:	Stephen Peacock, Executive Director, Growth and Regeneration
Proposal origin: <i>BCC Staff</i>			
Decision maker: Cabinet Member			
Decision forum: <i>Cabinet</i>			
Purpose of Report:			
This Report is to:			
<ol style="list-style-type: none"> 1. Update Cabinet on the City Leap Energy Partnership procurement (the Procurement); 2. Seek authorisation of additional funding of £880k to complete the Procurement following an extension to the previously estimated timeline; and 3. Seek authorisation of extensions to the current legal and financial services contracts in relation to the Procurement. 			
Evidence Base:			
Procurement update			
<p>The City Leap Energy Partnership is a project to appoint a City Leap Strategic Partner to enter into a 20-year joint venture with the council with the aim of delivering up to £1bn of investment in low carbon energy infrastructure in Bristol and support the aim of Bristol becoming a carbon neutral city by 2030.</p> <p>Following the approval by Cabinet in July 2020 of the Cabinet Report, ‘Revised City Leap Energy Partnership’, to restart the City Leap Energy Partnership procurement, a Concession Notice was published in the Official Journal of the European Union on 3 August 2020 to commence the current procurement.</p> <p>Following an initial Selection Questionnaire stage, three Bidders were shortlisted to participate in the next stages of the Procurement, as follows:</p> <ul style="list-style-type: none"> • Ameresco Limited, with Vattenfall Heat UK Limited as an Essential Sub-Contractor; • E.ON UK PLC and Marubeni Corporation (acting as a consortium); • ENGIE Services Holding UK Ltd and Sumitomo Corporation (acting as a consortium). <p>Following the shortlisting, the next stage of the Procurement commenced in November 2020 which involved weekly dialogue meetings with each of the shortlisted Bidders. The council’s City Leap team, supported by colleagues from across the council and external advisors, met with each of the Bidders for over 150 hours to discuss a wide range of issues, including the opportunities for low carbon energy infrastructure projects on the council’s estate, community energy, local job creation, social value and legal matters. The team, supported by</p>			

officers from across the council, answered over 1,800 clarification questions from the Bidders during the course of the Procurement.

Separately to the Procurement, we are also aware of the significant efforts that Bristol's vibrant local community energy sector has made to engage with the City Leap Bidders, with the aim of providing them with a clear understanding of Bristol's rich tapestry of community organisations and the opportunities that the partnership could create for them. We also understand that many other organisations in Bristol have engaged with or been engaged by the Bidders over the course of the past year.

This stage of the Procurement was originally envisaged to end in April 2021 with the publication of the Invitation to Tender inviting Bidders to submit final bids. However, due to the City Leap Energy Partnership being an entirely new, strategic approach to city-scale decarbonisation, this stage of the Procurement was extended to mid-August 2021 to allow for sufficient time for discussions with each of the Bidders, and internal discussions within the Council, regarding key matters.

The Invitation to Tender was published on 16 August 2021 and two bidders subsequently submitted Tenders on 17 December 2021 which are currently in the process of being evaluated. It is currently anticipated that Cabinet approval to enter into the City Leap contracts with the winning bidder will be sought in April 2022, which will be subject to the satisfactory completion of a subsequent Preferred Bidder stage.

Additional funding to complete the procurement

As set out in the July 2020 Cabinet Report referenced above, the current £6.5m budget envelope for the City Leap Energy Partnership was approved by Cabinet in April 2019 and it was envisaged that this Procurement would be contained within that budget envelope.

However, the procurement timeline has had to be extended as result of:

- a range of complex legal matters that have required extensive discussion with the Bidders and internal discussions within the council;
- the preparation of comprehensive legal documentation and revisions to those documents to tight deadlines, requiring additional support from external legal advisors; and
- the difficulties encountered in running a complex procurement during the pandemic.

Consequently, further funding of £880k, including a contingency of 16%, is anticipated to be required to take the Procurement through to Cabinet approval of Contract Award in April 2022.

	Expenditure to July 2020	As per July 2020 Cabinet Report		This Cabinet Report		Movement
		Forecast July 20 - Dec 21 Cabinet	Total Expenditure Forecast	Forecast July 20 - April 22 Cabinet	Total Expenditure Forecast	
Core team - BCC staff	491,445	119,734	611,179	221,296	712,741	101,562
Core team - Agency	456,421	129,832	586,253	3,593	460,014	(126,239)
Core team - Internal professionals	850,752	241,023	1,091,775	645,424	1,496,176	404,401
External Advisors - Financial	941,163	150,000	1,091,163	211,227	1,152,390	61,227
External Advisors - Legal	676,450	150,000	826,450	637,530	1,313,980	487,530
External Advisors - Commercial energy	694,328	-	694,328	81,680	776,008	81,680
Marketing & Travel	151,828	25,000	176,828	(10,434)	141,394	(35,434)
Internal recharges - other	7,161	5,000	12,161	5,000	12,161	0
Energy innovation services	1,187,000	-	1,187,000	-	1,187,000	-
Contingency as at July 2020	125,558	82,059	207,617			(66,416)
Contingency as at Dec 2021				141,201	141,201	
TOTAL	5,582,106	902,648	6,484,754	1,795,317	7,393,066	908,312
Budget approved at April 2019 Cabinet			6,513,066		6,513,066	
Forecast (under)/overspend			(28,312)		880,000	

This relatively high contingency is due to the additional uncertainty over the timeline to Cabinet created by the

recent emergence of the Omicron variant and the impact this may have, particularly on the availability of members of the City Leap team and key Council colleagues during the evaluation period.

Note that additional funding will be sought to enable the set-up of the City Leap Energy Partnership joint venture when seeking Cabinet approval to enter into the City Leap contracts with the winning bidder. The extent of this funding will be confirmed once the winning Bidder's proposed corporate structure for the City Leap Energy Partnership, which must include a joint venture company that is 50% owned by the Council, is known.

Extensions to the current legal and financial services contract

In December 2020, Cabinet approved extensions to the legal and financial services contracts for City Leap, as follows: Legal services Contract up to £856k, Financial Services Contract £962k

Following the extension of the project timeline to April 2022, it is estimated that up to a further £500k may be required for legal services and a further £150k for financial services, bringing the totals to:

1. **Legal Services Contract – up to £1,356k**
2. **Financial Services Contract – up to £1,112k**

These extensions to the legal and financial services contracts are included within the funding request set out above but also include additional headroom to enable budget flex dependent on need if required.

Cabinet Member / Officer Recommendations:

That Cabinet:

1. Note the successful conclusion of the ITT stage of the City Leap Energy Partnership Procurement with the receipt of two bids which are in the process of being evaluated.
2. Authorise the drawdown of additional expenditure of up to £880k to fund the Procurement, which will include the project team and extension of the external legal and financial advisors' contracts (referred to in recommendations 3 and 4 set out below), through to appointment of the Preferred Bidder and obtaining Cabinet authority to enter into the City Leap contracts with the Preferred Bidder. This sum will be funded from the Climate & Ecological Emergency Reserve, as well as any in-year underspends within the Growth & Regeneration Directorate.
3. Authorise the Executive Director for Growth and Regeneration in consultation with Cabinet Member for Finance, Governance and Performance to extend the City Leap Procurement legal services contract, to appointment of the Preferred Bidder and obtaining Cabinet authority to enter into the City Leap contracts with the Preferred Bidder, to an estimated value of circa £1,356k in total.
4. Authorise the Executive Director for Growth and Regeneration in consultation with Cabinet Member for Finance, Governance and Performance, to extend the City Leap Procurement financial services contract, to appointment of the Preferred Bidder and obtaining Cabinet authority to enter into the City Leap contracts with the Preferred Bidder, to an estimated value of circa £1,112k in total.

Corporate Strategy alignment:

The City Leap Energy Partnership is intended to deliver the £800m to £1bn investment referenced under the second Wellbeing Key Commitment in the Corporate Strategy 2018-23, which was approved by Full Council in February 2018, 'Keep Bristol on course to be run entirely on clean energy by 2050 whilst improving our environment to ensure people enjoy cleaner air, cleaner streets and access to parks and green spaces.'

City Benefits:

- Keep Bristol on course to be run entirely on clean energy by 2050 [expected to be superseded by the draft Corporate Strategy 2022-2027 target currently under consultation: Make sure that the council is carbon neutral for all emissions by 2030 and supports the city in its aim to do the same.]
- Improve our environment to ensure people enjoy cleaner air through supporting the further deployment of renewable energy generation and electric vehicles.
- Improve physical and mental health and wellbeing by making residents' homes warmer and cheaper to heat, reducing inequalities and the demand for acute services.
- Tackle food and fuel poverty by reducing energy bills.
- Create jobs, contributing to a diverse economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person.

Consultation Details:

70+ briefings provided to the Mayor, Cabinet Member Briefings, Oversight & Scrutiny Management Board, Growth and Regeneration Scrutiny Commission and Senior Officers, as well as significant engagement with community energy groups and other organisations from the VCSE sector - from July 2018 to present.

Background Documents:

1. The December 2020 Cabinet Report: <https://democracy.bristol.gov.uk/ielssueDetails.aspx?IId=30452&PlanId=0&Opt=3#AI22528>
2. The July 2020 Cabinet Report: <https://democracy.bristol.gov.uk/ielssueDetails.aspx?IId=25279&PlanId=0&Opt=3#AI20063>
3. The June 2020 Cabinet Report: <https://democracy.bristol.gov.uk/documents/s49367/2020%2006%2002%20Cabinet%20Decision%20Pathway%20-%20City%20Leap%20Energy%20Partnership%20update.pdf>
4. The April 2019 Cabinet Report: <https://democracy.bristol.gov.uk/ieDecisionDetails.aspx?AllId=15747>
5. The City Leap Prospectus: www.energyservicebristol.co.uk/cityleap

Revenue Cost	£7,393k (of which £6,513k previously approved)	Source of Revenue Funding	The Climate and Ecological Emergency Reserve and any in-year underspends in the Growth & Regeneration Directorate
Capital Cost	N/A	Source of Capital Funding	N/A
One off cost <input checked="" type="checkbox"/> Ongoing cost <input type="checkbox"/>		Saving Proposal <input type="checkbox"/> Income generation proposal <input checked="" type="checkbox"/>	

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

Finance Advice: It should also be noted that the Agreements in place with both Legal and Financial Advisors are not based on a Fixed Fee, but rather a T&M basis. As the procurement has followed an extensive dialogue process, and timescales have been extended, the additional fees noted herein reflect both of these factors, and some risk remains that the increase in advisors' fees as noted herein may be exceeded, though expected that good management will manage this risk within the revised budget. (e.g. agree a cap on fees for any further advice sought) The other increases relate to BCC staff costs resulting from the extended timescales and engagement of Subject Matter Experts to undertake reviews of elements of Bid submissions.

Finance Business Partner: Paul Keegan, Interim Finance Business Partner, 6 December 2021

2. Legal Advice: It is recognised that the need to extend the current legal and financial service contracts in relation to the City Leap Procurement places the Council in a situation where it may breach the procurement regulations, and so expose the Council to a risk of challenge. The regulations do however allow for awarding contracts without running the usual competition process in certain circumstances. Officers should fully explore

these options, together with any other operational arrangement which will avoid or minimise the risk on non-compliance.

Legal Team Leader: Sinead Willis, Team Leader, 9 December 2021

3. Implications on IT:

No anticipated impact to IT Services in regard to the procurement of financial and legal support contracts. IT Services remain interested as to how the smart and interconnected infrastructure/technologies will be delivered in line with IT and Digital Place strategies

IT Team Leader: Gavin Arbuckle – Head of Service Improvement and Performance – 23 December 2021

4 HR Advice: There are no HR implications evident.

HR Partner: Celia Williams, HR Business Partner, 06 January 2022

EDM Sign-off	Stephen Peacock, Executive Director Growth and Regeneration	9 December 2021
Cabinet Member sign-off	Cllr Beech, Cabinet Member for Climate, Ecology, Waste and Energy	14 December 2021
For Key Decisions - Mayor's Office sign-off	Mayor's Office	20 December 2021

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

Equality Impact Assessment [version 2.9]



Title: City Leap Energy Partnership	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input checked="" type="checkbox"/> Function <input type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Growth and Regeneration	Lead Officer name: David White
Service Area: Energy Services/City Leap	Lead Officer role: Head of Energy Services

Step 1: What do we want to do?

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

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

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

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

The City Leap prospectus was published in May 2018, and had received over 180 Expressions of Interest by the August deadline. These included a wide range of interest from local, national and international companies wishing to provide technological, financial and consultancy services to support Bristol’s ambitions in becoming a carbon neutral city.

Phase 2 of City Leap undertook a detailed assessment of the options for delivering up to £1bn of clean energy investments in the city over the next 10 years. The recommended delivery model will be submitted to April 2022 Cabinet requesting support to undertake a procurement process and the subsequent appointment of a strategic partner (or partners) as part of a new Joint Venture (JV) company.

While the establishment of the City Leap Energy Partnership/JV company in itself is of low relevance to the Equality Act 2010, the projects and opportunities that come from City Leap will have significant relevance to a range of communities and protected characteristics as highlighted within the Equality Act. This relevance is not only restricted to the works but also to the methods of communication, engagement and community partnership.

For clarity, this assessment covers the procurement exercise that we are currently undertaking to identify our future Strategic Partner for City Leap. A more in-depth Equalities Impact Assessment will follow in 2022 when we prepare to appoint our preferred Bidder and launch the City Leap Joint Venture company.

1.2 Who will the proposal have the potential to affect?

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

1.3 Will the proposal have an equality impact?

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

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

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

Yes **No** [please select]

Engagement	Relevance for the Public Sector Equality Duty	Consideration given to reducing discrimination and advancing equality of opportunity
Governance	Medium	Equality Manager, or an officer with responsibility for Equalities, sits on the Board
Political engagement	Low	The EqIA is updated for each report to elected members - completed
Energy Service pipeline of opportunities as described in City Leap prospectus	Medium – includes an opportunity to reduce fuel poverty through domestic energy efficiency	The City Leap Energy Partnership includes a recommendation to continue with a range of energy related services, and their associated contributions to city sustainability and reducing fuel poverty, whilst removing the need for the council to fund the service. Good detail is gathered on needs of customers from different socio-economic backgrounds.
Marketing and Website	Medium	This will be relevant to some of the programmes, for example Warm Up Bristol. Some customers will need more support to understand their options. Council tenants and those living in fuel poverty are a priority group to benefit information is designed to be accessible. Will be in-line with the council's adopted standards of accessibility. Future website updates will maintain a commitment to providing a website that is accessible to the widest possible audience, regardless of technology or ability. We are actively working to increase the accessibility and usability of our website.
Potential BCC Staff Transfer	Medium	Any Joint Venture which may be established following the City Leap procurement stage will need to develop equalities policies for staff and customers,

		especially in the event of council staff being TUPE'd from existing council contracts.
BCC Asset transfer	Low	Little equalities relevance for transfer of biomass boilers, Wind turbines etc
BCC Contracts	Low	Little equalities relevance for transfer of biomass boilers etc
ICT Systems	Medium	Need to be accessible for the customer but minimum ability to influence as there is only one energy ICT system available on the market, which can be purchased. Need to provide accessibility systems to staff as part of reasonable adjustments.
Process Documentation, Staff Training	Low Medium	Little equalities relevance Staff need to be trained to handle enquiries from people with complex needs
Premises	Medium	New premises needs to be accessible to ensure disabled staff can work for the company or disabled partners can attend meetings at the company as needed
Supply Program	Low	Continuation of existing activities
Investment Program	Medium	Continuation of existing activities.
Environmental Performance	Low	Continuation of existing activities
Housing Program	Medium	Dedicated marketing and communication will support potential customers to understand their options.
Infrastructure program	Medium	Continuation of existing activities

Step 2: What information do we have?

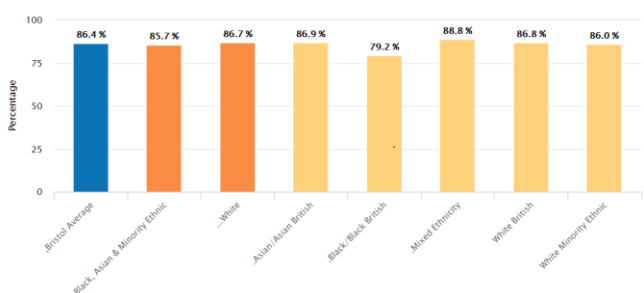
2.1 What data or evidence is there which tells us who is, or could be affected?

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>It should be noted that the recent Hills Review found “The three main groups of people likely to experience particularly negative health impacts of fuel poverty are the elderly, infants, disabled people and those living with long term sickness. 34 per cent of fuel poor households contain someone with a disability or long-term illness, 20 per cent have a child aged 5 or under, and 10 per cent a person aged 75 or over. Given their vulnerability to the impacts of fuel poverty, these groups are an obvious priority for interventions that make it easier to keep warm, even if they do not have the very greatest fuel poverty gaps” Hills 2012.</p> <p><i>Bristol’s Quality of Life Survey 2020-21 gives us a view of the percentages of residents that are concerned by climate change and this can be broken down by ethnicity to better understand engagement within equality groups.</i></p> <p><i>Three quarters (75.4%) of disabled people aged 16 and over are economically inactive compared to a quarter (24.9%) of those not disabled. This suggests that disabled people in this band could benefit greatly from employment opportunities generated by City Leap and its supply chain, as well as community investment initiatives.</i></p>	<p>As this is a citywide programme, there is potential for all residents to be affected. Sources of data and evidence specific to people with protected characteristics are included in Section 3.1.</p>  <table border="1"> <caption>Data for Bar Chart</caption> <thead> <tr> <th>Group</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Bristol Average</td> <td>86.4%</td> </tr> <tr> <td>Black, Asian & Minority Ethnic</td> <td>85.7%</td> </tr> <tr> <td>White</td> <td>86.7%</td> </tr> <tr> <td>Asian Asian British</td> <td>86.9%</td> </tr> <tr> <td>Black/Black British</td> <td>79.2%</td> </tr> <tr> <td>Mixed Ethnicity</td> <td>88.8%</td> </tr> <tr> <td>White British</td> <td>86.8%</td> </tr> <tr> <td>White Minority Ethnic</td> <td>86.0%</td> </tr> </tbody> </table>	Group	Percentage	Bristol Average	86.4%	Black, Asian & Minority Ethnic	85.7%	White	86.7%	Asian Asian British	86.9%	Black/Black British	79.2%	Mixed Ethnicity	88.8%	White British	86.8%	White Minority Ethnic	86.0%
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<p>Additional comments:</p> <ul style="list-style-type: none"> • The strategy to set up a Joint Venture company will not result in any groups being disadvantaged and we will ensure the company goes through the correct equality procurement process • Each delivery activity of the strategy i.e. a project, will undertake its own impact assessment. • These impacts will be addressed and planned for within the planning stages of the delivery activity. • We will consider the end user and accessibility from the start of the planning process, any assistance needs will be designed and developed into applications before they are delivered. 																			

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

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

2.3 Are there any gaps in the evidence base?

Where there are gaps in the evidence, or you don't have enough information about some equality groups, include an equality action to find out in section 4.2 below. This does not 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 our diversity data for some protected characteristics citywide, especially where this has not historically been included in census and statutory reporting e.g. for sexual orientation and gender reassignment.

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

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

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

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

This proposal has been informed by previous engagement and consultation with Bristol citizens that was conducted as part of the establishment of the Energy Service company.

We're committed to building strong links with communities and groups with protected characteristics and showing due regard for all communities where any future projects may be located.

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 governance structure of the new Joint Venture company will include a community engagement plan to ensure the ongoing involvement of local communities and equalities groups.

Step 3: Who might the proposal impact?

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

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

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

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

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

- The strategy to set up a Joint Venture company will not result in any groups being disadvantaged
- Each delivery activity of the strategy i.e. a project, will undertake its own impact assessment.

<ul style="list-style-type: none"> • These impacts will be addressed and planned for within the planning stages of the delivery activity. • We will consider the end user and accessibility from the start of the planning process, any assistance needs will be designed and developed into applications before they are delivered. 	
PROTECTED CHARACTERISTICS	
Age: Young People	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> • Younger families often put off work because of the disturbance factor. • Younger families generally spend longer in their home than the “average” householder
Mitigations:	<ul style="list-style-type: none"> • The provision of energy efficiency and renewable energy measures can make a significant difference to making their home warmer and reducing fuel bills. • Methods of behavioural support within the home will need to be explored within the business model. • Explore how contractors working under the company’s brand can minimise disturbance especially for vulnerable households.
Age: Older People	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> • Poorer older people generally spend longer in their home than the “average” householder. • The vast majority of households have little or very basic understanding about how to control or adjust their heating systems. • Most households do not like the disturbance of building works, in general older people often put off work because of the disturbance factor. • Many older and disabled people are put off the government’s energy efficiency programmes because of their complexity and fear of taking on debt. • Sources: Department of Energy & Climate Change (2012) <i>Annual Report on Fuel Poverty</i>; National Energy Action (2012) <i>Focus groups of older people, families and households with disabilities and long-term health conditions</i>.
Mitigations:	<ul style="list-style-type: none"> • The provision of energy efficiency and renewable energy measures can make a significant difference to making their home warmer and reducing fuel bills. • Methods of behavioural support within the home will need to be explored within the business model with guidance available. • Explore how contractors working under the company’s brand can minimise disturbance especially for vulnerable households.
Disability	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> • Many households that contain people with a physical disability generally spend longer in their home than the non-disabled households and require higher levels of heat. • 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. • 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. • 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 most coldest homes in the city. • Many older and disabled people are put off the government’s energy efficiency programmes because of their complexity and fear of taking on debt. • 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. • Sources: Census (2011), Department of Energy & Climate Change (2012) <i>Annual Report on Fuel Poverty</i>; National Energy Action (2012) <i>Focus groups of older people,</i>

	<i>families and households with disabilities and long-term health conditions.</i>
Mitigations:	<ul style="list-style-type: none"> • The provision of energy efficiency and renewable energy measures can make a significant difference to making their home warmer and reducing fuel bills. • Methods of support within the home will need to be explored within the business model. • Significant work around engagement, access, building of trust, reducing disturbance time, advice and support will need to be explored during the consultation period and built into the operational procedures and work projects of the company. • Explore how contractors working under the company's brand can minimise disturbance and meet expectations of disabled households. • Funding and encouraging the use of trusted, local community organisations for project engagement could support people to access offers, products and services.
Sex	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	No Impact
Mitigations:	<ul style="list-style-type: none"> • Explore within the business model, recruitment and through procurement how the number of women participants can be increased within this sector through recruitment and training. This will assist with communication and engagement with the single parent households where the women are in the majority as well as addressing an imbalance within the local industry.
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> • A number of LGB households value their home as a "safe space" and are extremely reticent about granting access. Source: http://www.shu.ac.uk/assets/pdf/ceir-LGBTcommunities-executive-summary-Nov2012.pdf
Mitigations:	<ul style="list-style-type: none"> • Explore how contractors working under the company's brand can minimise disturbance, meet customer expectations of respect and inclusivity.
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> • 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. • The likely disturbance of building works should be considered.
Mitigations:	<ul style="list-style-type: none"> • The provision of energy efficiency and renewable energy measures and fuel advice can make a significant difference to making their home warmer and reducing fuel bills. Methods of support within the home, along with operative engagement will need to be explored within the business model.
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	No Impact
Mitigations:	<ul style="list-style-type: none"> • Explore how contractors working under the company's brand can minimise disturbance and meet expectations. • Engagement and consultation with Bristol's Transgender communities will be an essential approach for minimising any potential negative impacts
Race	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> • 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. • Some Black, Asian and Minority ethnic households have cultural and /or language issues leading to these homes paying the highest fuel costs and not accessing support. • Most households do not like the disturbance of building works, in some Black, Asian and Minority communities this is compounded by language barriers. • Sources:

	<ul style="list-style-type: none"> – Kensington & Chelsea Community Enterprises CIC (2012) <i>Switching household energy tariffs – an action research study</i> – Centre for Sustainable Energy (2005) <i>Developing effective energy advice for Black, Asian and Minority Ethnic Communities</i> http://www.cse.org.uk/pdf/pub1042.pdf – Damon Gibbons & Rosanna Singler (2008) <i>Cold Comfort: A review of coping strategies employed by households in fuel poverty</i> – Equality & Human Rights Commission (2009) <i>Race discrimination in the construction industry</i> <ul style="list-style-type: none"> • Many Black and minority ethnic households live in the most poor-quality housing that costs more to heat than the “average” home.
Mitigations:	<ul style="list-style-type: none"> • The provision of energy efficiency and renewable energy measures can make a significant difference to making their home warmer and reducing fuel bills. • Methods of support within the home will need to be explored within the business model. • Significant work around engagement, access, building of trust, reducing disturbance time, advice and support will need to be explored during the consultation period and built into the operational procedures and work projects of the company. • Explore how contractors working under the company’s brand can minimise disturbance and meet cultural expectations. • Explore within the business model, recruitment and through procurement how the number of Black, Asian, and Minority Ethnic participants can be increased within this sector. <p>This will assist with communication and engagement with Black, Asian and Minority Ethnic households and there must be an understanding of some cultural differences in visiting many households.</p>
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<ul style="list-style-type: none"> • Many religious communities contain within their belief systems care for the environment. Religious communities can therefore provide positive support and engagement routes for the company in Bristol’s communities.
Mitigations:	<ul style="list-style-type: none"> • Religious communities can provide support at a practical level, such as identifying households that require special assistance, distribution and endorsement of literature / information, etc.
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	No Impact
Mitigations:	N/A
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	<u>Gypsies & Travellers</u> The Gypsies & Travellers 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:	The JV will explore the opportunity to provide lower cost fuel. Guidance and links with the council’s Gypsies & Travellers Team will be a necessity for realising positive outcomes for residents and their families.
Carers	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	No Impact
Mitigations:	N/A
Other groups [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 work projects and engagement approach of the JV will have the following overarching positive benefits:

- Improving the energy efficiency of households that are in fuel poverty thereby making them warmer. It is well documented that circa 35% of households with a disability are in fuel poverty.
- By extending the roll-out of the energy community scheme that assist community groups to install renewable energy and energy efficiency technologies on community assets so that they have either an income stream or income saving to their community organisation. In many case we have already assisted community / charities that work with people who have protected characteristics.
- The targeting of energy efficiency and renewable measures including low cost loan and equity release schemes will continue to focus on the most disadvantaged areas of the city including Black/Black British residents which, according to our Quality of Life Survey, are suggested to be those most likely in debt.
- The installation of energy efficiency and renewable technologies typically employs manual and skilled trades as part of our contract terms we will seek a proportion of these to be from underrepresented sections of the communities.

These positive benefits will impact upon the following groups:

- Black and Minority ethnic communities
- People with disability
- Young families
- Older people
- Communities of religion and belief

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 new activity for the Council, and therefore any Joint Venture entity is seeking to build the required effective reporting structures to ensure excellent customer satisfaction across the work projects and to ensure that all the demographic groups have access to services and are being reached.

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

The assessment highlights the risk to many equalities communities in terms of accessing people in their homes as identified by many as a 'safe space'. To facilitate this need for understanding on a variety of equality communities it is essential that appropriate equality & diversity training be provided to all staff undertaking this work and that the City Leap JV works closely with the council's Equalities and Inclusion team for best practice.

Furthermore, it is crucial that all customers are made aware of the new service, expectations and their rights and

responsibilities related to the service. This information must be available on request in different formats and languages.

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
No action required at this procurement stage but will be considered at April Cabinet as we select our partner and launch City Leap. This will include establishing a robust community engagement plan through the governance structure of the new JV company, which taps into existing networks and establishes new networks where required.	James Sterling	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.

The monitoring arrangements will be developed as part of a consultation process and then embedded into standard operational procedures.

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 Director¹.

Equality and Inclusion Team Review:	Director Sign-Off: 
Date: 10 January 2022	Date: 21/12/2021

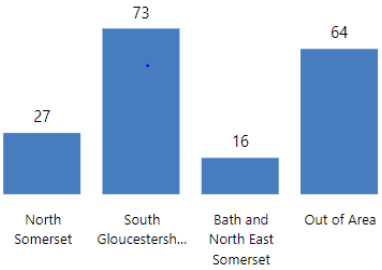
¹ Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.

Decision Pathway – Report

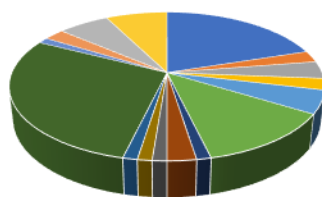
PURPOSE: Key decision

MEETING: Cabinet

DATE: 18 January 2022

TITLE	South West ADASS Regional Framework Contract for bed-based placements for people with Learning Difficulties and Autism.												
Ward(s)	All												
Authors: Lucia Dorrington Jonathan Wright	Job title: Deputy Director – Commissioning Adult Social Care Commissioning Manager, Adult Social Care												
Cabinet lead: Helen Holland	Executive Director lead: Hugh Evans												
Proposal origin: BCC Staff													
Decision maker: Cabinet Member Decision forum: Cabinet													
Purpose of Report: To seek approval to use the new South West ADASS Regional Framework for Residential Out of Area Placements for people with Learning Difficulties.													
Evidence Base: BCC currently commissions 794 residential placements for adults with a long-term condition (AWLTC). 39.2% (318) of these placements have a primary support need of learning difficulty. The current average cost of these placements is £1,652 per week. Of those 318 placements, 180 are placed outside of the Bristol and 80 outside of the Bristol, North Somerset and South Gloucestershire (BNSSG) area.													
 <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <thead> <tr> <th>Area</th> <th>Number of placements</th> </tr> </thead> <tbody> <tr> <td>North Somerset</td> <td>27</td> </tr> <tr> <td>South Gloucestershire</td> <td>73</td> </tr> <tr> <td>Bath and North East Somerset</td> <td>16</td> </tr> <tr> <td>Out of Area</td> <td>64</td> </tr> </tbody> </table>				Area	Number of placements	North Somerset	27	South Gloucestershire	73	Bath and North East Somerset	16	Out of Area	64
Area	Number of placements												
North Somerset	27												
South Gloucestershire	73												
Bath and North East Somerset	16												
Out of Area	64												
Area	Number of placements												
Within SW ADASS area	59												
Outside ADASS area (out of scope)	21												

OOA LD Residential Placements



It is against this background and similar situations across the region that the South West branch of the Association of Directors of Adult Social Services (ADASS) commenced work to have a better understanding of the bed-based care market for LD placements in the South West, and a better consolidated approach to commissioning, contracting and quality assurance of these critical services.

SW ADASS commissioned support from Alder to analyse all the care home and supported living placements for people with learning difficulties. The general pattern across the South West, as highlighted in BCC data, is that there are an increasing number of these care home placements across the region and costs have increased above the rate of inflation. Although some local authorities did report that they are making fewer LD residential care placements in favour of more Supported Living placements and are placing as close to home as possible.

This research determined the following points:

- There is a total annual Local Authority spend across the South West of £245m on these placements (Oct 2018 figures)
- In 2018, there were 3,363 residential LD placements across the SW region
- In 2016 Alder identified that the region has approx. 8,921 beds across 865 locations which are registered to provide personal or nursing care to people under 65 with a learning disability. The region is purchasing 3,511 or 39% of these beds in 682 locations. These exclude out of region placements
- There are circa 700 placements outside of the South West

On the 1st October 2018 South Gloucestershire Council started working on the LD residential project on behalf of SW ADASS. The project was to set up a regional contract for purchasing residential care for adults with learning difficulties within the South West region. The project objectives were to:

- Establish a joint Framework for commissioning and procuring LD residential care placements with a single accreditation process
- This Framework will be for complex and high-cost placements
- Develop a consistent regional process for purchasing residential care for adults with complex learning difficulties
- Development of an approach to determining price
- To standardise the form of contract used by commissioners for LD Residential and Nursing placements.
- To improve Quality Assurance processes.
- Have a centrally accessible record of placements (anonymised but with placing authorities known)

The project sponsors included N. Somerset, Swindon, Devon, Bournemouth Christchurch, and Poole (BCP) and Cornwall. The project lead and resource came from South Glos. The working group was comprised of representatives

of the following Local Authorities.

Bristol	Somerset	Plymouth	BANES	Swindon
BCP	Devon	Dorset	Torbay	North Somerset
South Glos.	Wiltshire	Isle of Wight	Cornwall	Gloucestershire

The project developed key principles and works in the following way.

Provider Accreditation. Providers apply to join the Framework via a single accreditation process. They will be required to complete a supplier selection questionnaire which enables checks to be carried out on the quality of the service they provide and to ensure they are financially stable. South Gloucestershire Council (as host authority) and representatives from other authorities will carry out the accreditation process to ensure consistency of approach. Providers will be able to list all their homes under one contract which means they will only have to apply once unless they wish to add more homes to their contract. Once accredited, a list of providers and their homes will be issued to all participating local authorities.

Monitoring Visits. The placing LA will allocate monitoring visits to host LAs via an agreed process within the agreement. Host LAs will carry out the monitoring visit on behalf of all signed up LA. Visits completed using standard QA forms so that all care homes are monitored in the same way. The host LA's will then link in with all LA Safeguarding teams that have placements in the care home they are monitoring with outcomes uploaded to shared data base.

Standardising Fees. Providers will submit costs for each care home they are registering under the framework. The fixed costs which is made up of non-care costs and shared costs and then a variable cost which is an hourly rate for 1:1, 2:1 as identified in an individual's support plan.

As part of the working group, there has been a significant read-across from the current BCC residential framework in terms of the specification, cost methodology and quality assurance processes.

It is proposed that BCC will only utilise this framework for out of area placements allowing consistency of contract application across the region. This will also allow the flexibility to continue to develop the local market for which BCC holds a statutory duty under the Care Act.

This will tie into the current recommissioning of ASC framework contracts and application of a consistent cost methodology whilst maintaining some alignment within the region. It also has the added benefit of reducing the need and likelihood for off contract spend.

The contract went out to tender in early November and will be advertised for 28 days before the first-round evaluations. BCC Adult Social Care is therefore seeking permission from Cabinet to use this framework as required.

Cabinet Member / Officer Recommendations:

That Cabinet:

1. Approves Bristol City Council's use of the South West Regional LD Residential Framework for any placements made outside of Bristol within the South West for four years plus two one-year extensions, and for a maximum value of £5,622,240 (£1,405,560 a year). This Framework comes with no commitment to spend with any provider or to spend at all if placements aren't required.
2. Authorises the Executive Director of People in consultation with the Cabinet Member Adult Social Care to take all steps required to implement the use of the framework where necessary to meet the demand of Bristol residents, when appropriate to do so.

Corporate Strategy alignment:

The proposed service specification that forms part of the Framework is aligned to the proposed corporate vision (as articulated in the draft Corporate Strategy 2022-27) to “play a leading role in driving an inclusive, sustainable and healthy city of hope and aspiration, one where everyone can share in its success” and aligns to the current strategic aims to be `Empowering and caring` and `Fair and inclusive`.

City Benefits:

This proposal should drive better outcomes for users of these services as the quality checks on providers will be more consistent across Local Authorities and the combined Framework should improve value for money for SW local authorities commissioning such placements.

Consultation Details:

During the summer of 2019, ADASS held two consultation events for providers that were attended by 4/5 of Bristol’s biggest residential providers including Milestones, Priory, Freeways, Brandon Trust. An online questionnaire was also conducted.

Background Documents: [BCC Corporate Strategy](#)
[Care Act 2014](#)

Revenue Cost	£5,622,240	Source of Revenue Funding	General Fund
Capital Cost	£	Source of Capital Funding	
One off cost <input type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

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

1. Finance Advice: This report seeks approval to use the new South West ADASS Regional Framework for Care Home Out of Area Placements, for people with Learning Disabilities for a period of four years at a total estimated cost of c£5.62m, with a potential further extension for two years. Whilst the framework does not commit us to any additional expenditure, it is anticipated that financial benefits may potentially be realised from its use.

Finance Business Partner: Denise Hunt 3 December 2021

2. Legal Advice: The use of the South West ADASS Regional Framework does not raise any specific legal issues. Legal services will advise and assist officers with regard to the contractual arrangements.

Legal Team Leader: Husinara Jones, Team Leader/Solicitor 7 December 2021

3. Implications on IT: No implications on IT in regards to this activity.

IT Team Leader: Gavin Arbuckle 10/12/21

4. HR Advice: The report is seeking approval to use the new South West ADASS Regional Framework for Residential Out of Area Placements for people with Learning Disabilities. There are no HR implications arising from this for Bristol City Council employees.

HR Partner: Lorna Laing 3 December 2021

EDM Sign-off	Hugh Evans	1 December 2021
Cabinet Member sign-off	Councillor Helen Holland	1 December 2021
For Key Decisions - Mayor’s Office sign-off	Mayor’s Office	20 December 2021

Appendix A – Further essential background / detail on the proposal	NO
Appendix B – Details of consultation carried out - internal and external	NO

Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	No
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

Equality Impact Assessment [version 2.9]



Adult Social Care ADASS regional LD residential framework	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input checked="" type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: People	Lead Officer name: Jonathan Wright
Service Area: Adult Social Care	Lead Officer role: Commissioning manager

Step 1: What do we want to do?

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

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

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

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

1. To seek the implementation of a South West wide regional framework for Learning Disability residential services that mirrors our own internal framework contract. This can then be used for all OOA placements.
--

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 checked="" type="checkbox"/> Commissioned services	<input type="checkbox"/> City partners / Stakeholder organisations	
Additional comments:		

1.3 Will the proposal have an equality impact?

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

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

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

<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	[please select]
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This is a request to continue purchasing care and support for people with eligible care needs from a new framework contract. That mirrors our own existing Residential Framework. As such the terms and conditions will

not impact the service user group rather better manage the process between placing and host authorities and the subsequent provider organisations.

As with our own existing BCC frameworks there is a comparable assessment criterion within the tender process that measures a Providers commitment via a standard scoring question,

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 Director¹.

Equality and Inclusion Team Review: Reviewed by Equality and Inclusion Team	Director Sign-Off: Lucia Dorrington Deputy Director
Date: 05/01/21	Date:

¹ 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: 18 January 2022

TITLE	Adult Social Care Community Support Services Framework – contract extension		
Ward(s)	All		
Authors:	Lucia Dorrington Helen Pitches	Job title: Deputy Director – Commissioning, Adult Social Care Strategic Commissioning Manager, Adult Social Care	
Cabinet lead: Helen Holland	Executive Director lead: Hugh Evans		
Proposal origin: BCC Staff			
Decision maker: Mayor Decision forum: Cabinet			
<p>Purpose of Report</p> <p>This report is requesting that Cabinet:</p> <ol style="list-style-type: none"> 1. Authorises the extensions to the Community Support Service Framework as allowed within the contract. 2. Notes the additional spend on the CSS Framework over and above that estimated when the contract was set up due to increases in demand for community-based care and support for adults 18+ with long term conditions 3. Authorises an increase in the Framework value for the current year and any agreed subsequent annual extensions. 			
<p>Evidence Base:</p> <ol style="list-style-type: none"> 1. In August 2016 Bristol City Council Cabinet approved the commissioning and procurement of the Community Support Service Framework for Adult Social Care. 2. The Community Support Service Framework is used to purchase support for adults with long term conditions and social care needs as defined in the Care Act 2014. The types of support purchased through this contract are: <ul style="list-style-type: none"> • Supported accommodation • Support to access the community • Day support services • Time for you – support for carers 3. Following an open and transparent process, the Framework was procured for 4 years to February 2020 with the option to extend the contract in one-year increments for a further three years. In February 2020 the contract was extended for a further year until February 2021. 4. We have seen significant growth in demand for support for people with long term conditions who have care and support needs (see below for information on trends since 2018) 			

18-64 Trends since Jan 2018

(excludes inhouse)

- New numbers of 18-64 service users coming into Tier 3 has been growing year on year since 2018 (and probably before)
- 27% increase from 2018 to 2020. Covid has escalated trends that were already present
- 18-64 service users once receiving a Tier3 service are supported by council services for many years

Service Users Starting by Date with Trend Line (note that the current month may not represent a full month)



Year	New client 18-64 into Tier 3 service
Jan – Dec 2018	232
Jan – Dec 2019	274
Jan – Dec 2020	295
2021 (2 quarters)	140 (estimated full year circa 280)

There are several reasons for this increase: people want to live in the community and remain as independent as possible with the support of these services. Fewer people want to live in registered care homes (care homes in Bristol have been de-registering for this reason) and there has been a growth in supported accommodation and supported living, so that younger adults can remain living in their own communities. There is also greater demand for mental health support (both before and because of the COVID-19 pandemic), increased acuity and complexity of needs, increased diagnosis/incidence of autism and improved life expectancy for people with a learning difficulty which explains growth in these types of services.

5. This growth in demand for support is reflected in the current budgets and forecast annual spend from the Community Support Service Framework for 2021-22.
6. The current budgets for this provision are £38.62m with an estimated forecast spend as of Period 7 c.£43.12m (gross cost before service user contributions). The original cabinet decision suggested an annual contract value of £19m based on spend at that time.
7. This differential in predicted and actual spend from the original decision requires further Cabinet approval in line with the Council's scheme of delegation.
8. We now seek approval to utilise the extensions provided for in the contract including all block 'call off' arrangements. A block 'call off' is a contract between a supplier on the Community Support Service Framework and the City Council to provide specific services e.g., for a number of people living in supported accommodation.
9. Adult Social Care remains under considerable pressure due to a series of interconnected factors, as follows:
 - Increased demand of services e.g., from people experiencing MH issues after the pandemic
 - Impact of COVID-19 and recovery from the pandemic and workforce pressures associated with loss of staffing due to COVID-19
 - Impact of Brexit on workforce
 - Inflationary pressures - increase in operating costs, increases to the National Minimum Wage and proposed changes to National Insurance
 - Workforce challenges - staff burnout, people leaving the workforce and increased use of agency staffing
 - Continuing impact of COVID-19 and recovery from the pandemic

- Business continuity – ability of providers to maintain continuity with the pressures outlined

10. These very immediate factors and work pressures challenge ASC’s ability to make changes to the way in which the Framework operates. Work with providers and people accessing the services needs to continue to inform future models of care and be transformational in our build of Frameworks and service specifications.
11. This extension of the current Framework enables a taking stock and build of a new Framework with partners and alignment with the other key developments e.g., Integrated Care Partnerships in the City.
12. A refreshed Community Support Services Commissioning Plan will be submitted for future Cabinet decision incorporating proposals for supported living, support to access the community and day service provision.
13. Part of these strategic proposals will be consistent pricing methods and approaches to ensure good value for money from contracts to respond to the City Council’s financial challenge. We will issue a variation to the Framework contract to utilise a nationally benchmarked pricing methodology that supports an open book approach to pricing, which will support improved good value from Framework providers.

Cabinet Member / Officer Recommendations:

That Cabinet:

1. Approves the extension of the Adult Social Care Community Support Service Framework agreement in one-year increments from February 2022 for up to two years to 30 March 2024 at a cost of up to £44.0m per annum
2. Authorises Executive Director of People in consultation with the Cabinet Member Adult Social Care to invoke any subsequent extensions/variations/block call offs specifically defined in the contract(s) being awarded, up to the maximum budget envelope outlined in this report
3. Notes the additional spend against the Community Support Services Framework
4. Authorises Executive Director of People in consultation with the Cabinet Member Adult Social Care to increase the framework value for the current year and for any subsequent annual extensions/variations and block call offs up to a maximum of £25m per annum.

Corporate Strategy alignment:

1. **Empowering and Caring** – working with some of our most vulnerable citizens to increase their independence and ensuring the support they receive is appropriate and empowering.
2. **Fair and Inclusive** - ensuring that vulnerable people are given the best opportunity to live independently in their own homes, to access the opportunities that will make their lives meaningful as citizens.
3. **Wellbeing** – supporting adults with disabilities to live as an integral part of their community and have the same opportunities as others.

City Benefits:

1. Support purchased enables people with care and support needs to stay healthy, safe and living as independently as they can in their communities.
2. We meet our statutory duties under the Care Act to people with eligible care needs, disabilities and other protected characteristics.

Consultation Details: None, as there are no changes to current provision.

Background Documents : Care Act (2014) – all services purchased using this budget are because of the Council’s statutory duties as a Local Authority under this Act.

Revenue Cost	£43.12m	Source of Revenue Funding	General fund
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Capital Cost	N/A	Source of Capital Funding	N/A
One off cost <input type="checkbox"/>	Ongoing cost <input checked="" type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

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

1. Finance Advice: The report seeks approval to extend the Community Support Framework. As identified in the report, this form of care and support has seen significant cost increases mainly due to changes in demand and a move away from care and support in residential settings. This area is currently forecasting expenditure of £43.12m in comparison to a budget of £38.62m. The resulting budget gap will need to be addressed as part of the 2022/23 budget setting process and has been included in the Medium-Term Financial Planning assumptions as a cost pressure which needs to be addressed.

Finance Business Partner: Denise Hunt 30/11/21

2. Legal Advice: The extension is in accordance with the contract terms. Legal services will advise and assist officers with regard to the contractual arrangements for the extension.

Legal Team Leader: Husinara Jones Team leader/solicitor 4/1/22

3. Implications on IT: I can see no IT implications in this proposal

IT Team Leader: Gavin Arbuckle – Head of Service Operations, Digital Transformation 2/11/21

4. HR Advice: The report is seeking to implement the extensions to the Community Support Service contract. There are no significant HR implications arising for Bristol City Council employees from this report.

HR Partner: Lorna Laing – HR Business Partner 2/12/21

EDM Sign-off	Hugh Evans	24/11/21
Cabinet Member sign-off	Councillor Helen Holland	1/12/21
For Key Decisions - Mayor's Office sign-off	Mayor's Office	4/1/22

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

Equality Impact Assessment [version 2.9]



Adult Social Care community support service framework – contract extension	
<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: Helen Pitches
Service Area: Adult Social Care	Lead Officer role: Strategic 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.

<ol style="list-style-type: none"> To seek the implementation of extensions to the Community Support Service contract For Cabinet to note the additional spending on the CSS framework over and above that estimated when the contract was set up To approve an increase in the framework value for the current year and any subsequent annual extensions.

1.2 Who will the proposal have the potential to affect?

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

1.3 Will the proposal have an equality impact?

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

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

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

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

This is a request to continue purchasing care and support for people with eligible care needs from an existing framework contract.

The contract has been in place since 2016 and was commissioned and equality impact assessed to ensure that it delivered the right support for people with care needs (including on the basis of their protected characteristics). There has been no change in the service specifications and providers are required to pass relevant criteria – including assessing their approaches to diversity and inclusion and adherence to the Equality Act 2010. Services are also subject to monitoring and quality assurance.

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 Director¹.

Equality and Inclusion Team Review: <i>Reviewed by Equality and Inclusion Team</i>	Director Sign-Off:
Date: 30/11/2021	Date:

¹ 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: 18 January 2022

TITLE	Contract Extensions for Care and Support Services in Extra Care Housing		
Ward(s)	City Wide		
Author:	Lucia Dorrington Tim Rabone	Job title: Deputy Director – Commissioning, Adult Social Care Commissioning Manager, Adult Social Care	
Cabinet lead:	Councillor Helen Holland, Cabinet Member for Adult Social Care	Executive Director lead: Hugh Evans, Executive Director: People	
Proposal origin: BCC Staff			
Decision maker: Mayor Decision forum: Cabinet			
Purpose of Report:			
<ol style="list-style-type: none"> 1. To seek approval for the extension of twelve of the thirteen contracts for Care and Support services in Extra Care Housing (ECH) for seven months, from 1 April 2022 to 31 October 2022, with the option of a further five months. 2. The twelve contracts are due to expire on the 31 March 2022. 3. There is a short delay in the re-commissioning of these contracts linked to Medium Term Financial Planning (MTFP) and the need for approved budget envelopes for ECH as part of MTFP work. 4. Strategic re-commissioning of contracts is planned to commence after MTFP has concluded. 			
Evidence Base			
<ol style="list-style-type: none"> 1. This cabinet report focuses on the request for the extension of twelve of the thirteen contracts for Care and Support services in ECH for seven months, with the option for a further five one-month extensions, should extra time be required to complete the tender process. A seven-month extension would run from 1 April 2022 to 31 October 2022, with the extensions running to 31 March 2023 at maximum. 2. The risk of not extending the contract would be the discontinuation of statutory commissioned care and support services in twelve ECH services, leaving people who have support needs without care packages and the need to seek emergency alternative care services. This risk cannot be mitigated without the requested extension. 3. The extension of the contracts will ensure a compliant, transparent, value for money, re-commissioning exercise can be completed in an appropriate timescale. Re-commissioning of care and support contracts in ECH will ensure the maintenance and further development of the care and support contracts that BCC commissions within ECH and that the future demand for commissioned care and support hours in ECH is met. 4. The twelve contracts due to expire on the 31 March 2022 are as follows: <ul style="list-style-type: none"> • ABC Centre ECH Care and Support • Ash Lea Court ECH Care and Support • Blaise Weston ECH Care and Support • Bluebell Gardens ECH Care and Support • Colliers Gardens ECH Care and Support • Haberfield House ECH Care and Support • Hillside Court ECH Care and Support • Lincoln Gardens ECH Care and Support 			

- Monica Wills House ECH Care and Support
- Sommerville ECH Care and Support
- The Knowle Complex ECH Care and Support – (Southlands & Anchor House)
- Waverley Gardens ECH Care and Support

The care and support delivered at Stoke Gifford Retirement Village ECH is not part of this recommissioning, as this contract does not expire until 2023.

5. BCC Adult Social Care commissions more bed-based placements for older people than comparative sized Local Authorities. The transformation and commissioning strategy for older people services in Bristol is to reduce the number of these placements, where appropriate, and to grow non-bed-based care and support for older people, such as ECH and Homecare. These forms of care help support older people to remain independent, living at home and in their local communities.
6. There has been Adult Social Care leadership attention on the potential that ECH offers, and progress has been made in the past twelve months to unpack the current contracts, including market development conversations, and to embed ECH growth targets in the Adult Social Care Transformation Plan and Older Persons services business and financial planning. There is evidence to suggest that there has been an extra demand on care providers in ECH, due to a rise in complexity of service user need.

Eco Impact Assessment

7. The significant impacts of this proposal are that services are building-based and will contribute to greenhouse gases (i.e., heating of offices, laundry). Equipment will be used to provide the care provision, some of which may not be from a renewable source. Delivery of care provision will create waste, including clinical waste. The proposals include the following measures to mitigate the impacts: Encourage providers to source sustainable materials, encourage providers to mitigate against the impacts of climate change through business continuity plans, require providers to recycle as much as possible and source materials that are recyclable. The net effects of the proposals are potentially negative but with identified mitigations to reduce impact.

Cabinet Member / Officer Recommendations:

That Cabinet

1. Approves the request for the extension of twelve of the thirteen contracts for Care and Support services in Extra Care Housing for seven months, from 1 April 2022 to 31 October 2022, with the option of a further five one-month extensions, at a cost of £6.0m.
2. Authorises the Executive Director: People 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. BCC Corporate Strategy 2018-23: The aim to create healthier and more resilient communities will be enhanced by the provision of ECH, which supports older people to remain independent in their own homes and communities.
2. A Strategy for an Age Friendly Bristol 2019-2022: Bristol City Council to review and develop their approach to ECH and additional options including intergenerational approaches.
3. Adult Social Care Commissioning Strategy 2021/22 – 2024/25: commissioners develop, shape and buy services and interventions so that people are empowered to live in a place they call home, with the people and things that they love, in communities where we all look out for one another, doing the things that matter most to them.

City Benefits:

1. The provision of good quality, and inclusive care and support services and activities, that meet people's identified needs,

will contribute to equality of opportunity in supporting people to live independently in ECH services, particularly for older people and disabled people.

Consultation Details:

None

Background Documents:

- Care Act (2014):** The Care Act (2014) places a duty on local authorities to facilitate and shape our market for care and support; to ensure sustainability, diversity and continuously improving and innovative services. It includes the promotion of strength Based Approaches and a focus on Prevention and Wellbeing.
<https://www.legislation.gov.uk/ukpga/2014/23/contents/enacted>

Revenue Cost	£6m	Source of Revenue Funding	Insert specific service budget name
Capital Cost	£	Source of Capital Funding	e.g. grant/ prudential borrowing etc.
One off cost <input type="checkbox"/>	Ongoing cost <input checked="" type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

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

1. Finance Advice: If the contract was extended for a further 7 to 12 months there would be no adverse financial implications and the cost would be met from within exiting ASC resources. The continuation of the present arrangements will secure continuity of care whilst the procurement progresses and will allow time for refreshed commissioning intentions, to be factored into the Medium-Term Financial Plan assumptions on the resources needed to meet future demand for care. As identified in the report, ECH is a cost-effective alternative to other forms of care and avoids the need for placements in more costly residential care.

Finance Business Partner: Denise Hunt, Finance Business Partner, 9 November 2021

2. Legal Advice:

It is recognised that the extension of the contracts places the Council in a situation where it may breach the procurement regulations. The fact that the extensions are required to allow time for the Council to follow a fully compliant procurement process, will help mitigate the risk of challenge. Legal services will advise and assist officers with regard to the conduct of the proposed procurement process and the resulting contractual arrangements.

Legal Team Leader: Husinara Jones, Team Leader/Solicitor, 4 January 2022

3. Implications on IT:

I can see no IT implications in this proposal.

IT Team Leader: Gavin Arbuckle – Head of Service Operations, Digital Transformation, 3 November 2021

4. HR Advice:

The report is seeking approval for an extension for a number of contracts due to a delay in recommissioning. There are no HR implications arising from this report for Bristol City Council employees.

HR Partner: Lorna Laing - HR Business Partner – People, 2 November 2021

EDM Sign-off	Hugh Evans	17 November 2021
Cabinet Member sign-off	Councillor Helen Holland	1 December 2021

For Key Decisions - Mayor's Office sign-off	Mayor	20 December 2021
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Appendix A – Further essential background / detail on the proposal	NO
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	YES
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

Equality Impact Assessment [version 2.9]



Title: Contract Extensions for Care and Support Services in Extra Care Housing	
<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: Tim Rabone
Service Area: Adult Social Care	Lead Officer role: Commissioning Manager

Step 1: What do we want to do?

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

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

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

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

Request for the extension of twelve of the thirteen contracts for Care and Support services in ECH for seven months, with the option for a further five one-month extensions, should extra time be required to complete the tender process. A seven-month extension would run from 1 April 2022 to 31 October 2022, with the extensions running to 31 March 2023 at maximum.

The risk of not extending the contract would be the discontinuation of statutory commissioned care and support services in twelve ECH services, leaving people who have support needs without care packages and the need to seek emergency alternative care services. This risk cannot be mitigated without the requested extension.

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]
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We have not identified any significant equality impact from the proposal. The service will continue to be delivered as currently specified - the provision of good quality, and inclusive care and support services, that meet people's identified care and support needs, contributing to equality of opportunity in supporting people to live independently in ECH services, particularly older people and disabled people. Within the existing service specification for care and support services in ECH, there are expectations that the service is delivered in line with the Council's equalities duties. NB We have previously carried out a separate Equality Impact Assessment for the recommissioning of Care and Support Contracts in Extra Care Housing, which will be updated when the service is recommissioned after this contract extension.

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 Director¹.

<p>Equality and Inclusion Team Review <i>Reviewed by Equality and Inclusion Team</i></p>	<p>Director Sign-Off: </p>
<p>Date: 6/12/2021</p>	<p>Date: 7/12/2021</p>

¹ 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 Checklist

Title of report: Contract Extensions for Care and Support Services in Extra Care Housing				
Report author: Tim Rabone				
Anticipated date of key decision – 18 January 2022				
Summary of proposals:				
<p>To seek approval for the extension of 12 of the 13 contracts for Care and Support services in Extra Care Housing (ECH) for six months, from 1st April 2022 to 30 September 2022, with the option of a further month. The 12 contracts are due to expire on the 31 March 2022. Due to a delay in the recommissioning of these contracts, caused by unforeseen circumstances, it is not possible to award the new contracts before 31 March 2022 as previously planned.</p> <p>The extension of the contracts will ensure a compliant, value for money, recommissioning exercise can be completed in an appropriate timescale. Recommissioning of care and support contracts in ECH will ensure the maintenance and further development of the care and support contracts that BCC commissions within ECH.</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?	Yes	-	The services are building based and will contribute to gases i.e., heating of offices, laundry. Staff will also travel to the service.	Carbon reduction approaches to be a requirement in future service specifications for the recommissioned services and promoted during the contract extension period through the Quality Assessment process Through the contract specification the supplier(s) will be required to implement a carbon reduction plan / strategy to assess and respond to relevant risks and opportunities. This will include energy saving methods i.e., efficient use of heating, office space, efficient use of facilities and utilities.
Bristol's resilience to the effects of climate change?	Yes	+	Providers will be expected to have business continuity	Business continuity plans will be checked as part of the monitoring of the

			plans in place for responding to extreme weather including heatwave planning and winter pressures.	service, including during the extension period Through future contract specifications, the supplier(s) will be required to assess and respond to relevant risks and opportunities against short- and medium-term impacts of climate change (climate resilience).
Consumption of non-renewable resources?	Yes	-	Equipment will be used in the provision of care, some of which may not be from a renewable source.	During the contract extension, and through the contract specification for new services, the supplier(s) will be required to assess the viability of sourcing sustainable materials i.e., PPE, uniforms, office equipment and stationery, use of IT. There are potential cost savings as well as environmental improvements to be realised. Providers could be signposted to PPE materials from sustainable sources, an example of a zero waste PPE provider can be found here Home (revolution-zero.com)
Production, recycling or disposal of waste	Yes	-	Delivery of care provision will create waste, including clinical waste.	Require providers to recycle as much as possible and source materials that are recyclable. Single use plastics elimination and reduce, reuse and recycling policies (zero waste to landfill)
The appearance of the city?	No			
Pollution to land, water, or	Yes	-	Staff will travel to	While services are

air?			Extra Care Housing services to deliver the care.	<p>delivered in one location, the supplier(s) will be required to assess the potential to implement efficient travel plans/incentives for carers travelling to work (such as walking and cycling to work), and other potential measures such as electric vehicles grants.</p> <p>Use vehicles sustainably and comply with the requirements of Clean Air Zones</p>
Wildlife and habitats?	No			
Consulted with:				
Kathryn Archer, Sustainable Procurement Project Manager				
Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u>				
<p>The significant impacts of this proposal are that services are building based and will contribute to gases i.e., heating of offices, laundry. Equipment will be used to provide the care provision, some of which may not be from a renewable source. Delivery of care provision will create waste, including clinical waste</p> <p>The proposals include the following measures to mitigate the impacts. Encourage providers to source sustainable materials. Encourage the provider to mitigate against the impacts of climate change through Business continuity plans. Require providers to recycle as much as possible and source materials that are recyclable.</p> <p>The net effects of the proposals are potentially negative but with identified mitigations to reduce impact.</p>				
Checklist completed by:				
Name:			Tim Rabone	
Dept.:			Adult Commissioning Team	
Extension:			07584336256	
Date:			0/12/2021	
Verified by Environmental Performance Team			Daniel Shelton 06/12/2021	

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 18 January 2022

TITLE	Education Capital – Budget Allocation		
Ward(s)	Multiple Wards Across the City		
Author: James Anderson	Job title: Head of Capital Projects		
Cabinet lead: Councillor Asher Craig	Executive Director lead: Hugh Evans		
Proposal origin: BCC Staff			
Decision maker: Cabinet Member			
Decision forum: Cabinet			
Purpose of Report:			
<ol style="list-style-type: none"> 1. To approve the acceptance, the allocation to specific projects, and the spend of capital grant from the Department of Education (DfE). The grant will deliver additional school capacity in order for the council to continue to meet its statutory obligation and help ensure sufficient mainstream and Special Education Needs and Disabilities (SEND) school places are available in the city. 			
Evidence Base:			
<ol style="list-style-type: none"> 1. The Council receives Basic Need Grant funding and Maintenance Grant Funding from the Department for Education. This capital is provided to allow the Council the ability to work with schools to create additional school places where required and undertake essential buildings maintenance when needed. 2. Two new secondary Free Schools have been approved for opening in the city under the Free Schools Programme. The timely opening of these schools is essential to support the Council in securing sufficiency of mainstream school places. The new school located near the Enterprise Zone has been significantly delayed already. The DfE are indicating that the earliest the school could open is September 2023. The DfE have also informed the Council the new school for the South of the city is delayed by one year to 2024 and that an opening in 2023 would require temporary accommodation. 3. In response to these delays the Council has worked with existing schools across the city to identify where additional temporary capacity can be secured to meet the projected year 7 application numbers for 2022/23 and what capital interventions are required to make them feasible. This paper [appendices A1) identifies the projects and resource needed to secure the additional capacity. 4. In July 2020 Cabinet approved programme of works to create additional capacity within the Special Education Needs estate to deliver sustainable sufficiency of places as much as possible within Bristol and dramatically improve parts of the existing estate to create a better accommodation for young people with special needs. 5. Full capital funding was not available to allocate to all the projects in the SEND programme in 2020. The Council has secured new capital grant funding in the sum of £5.04m for the SEND projects. This report is now able to add additional capital to projects that were not previously funded but had been approved subject to funding being secured (Appendix A1) and which together now comprise the current Special Educational Needs and Disability Capital Programme. 6. The volatile construction market has also resulted in a final cost approximately 8% higher than estimated after Outline Business Case for the Elmfield School relocation project. This decision will ensure that the project is resourced sufficiently to proceed in the current market conditions. 7. New capital funding is due to be announced for the council in spring 2022. A 2nd wave of SEND projects will be considered once the quantum of new grant is known. Existing partially funded projects and other strategic priorities will be jointly considered for allocation of new capital grant with a new cabinet paper anticipated by June 22. 			
Cabinet Member / Officer Recommendations:			
<ol style="list-style-type: none"> 1. Authorises Executive Director for People in consultation with Deputy Mayor with responsibility for Children's Services, 			

Education and Equalities to accept, allocate and spend the grant funding from the Department for Education, and procure and award the contract(s) necessary for the implementation of the projects in Appendix 1 (as part of the Education Capital Programme) in-line with the maximum budget envelope outlined in this report and without further reference to cabinet.

Corporate Strategy alignment:

1. Theme 2 - Improve educational outcomes and reduce educational inequality, whilst ensuring there are enough school places to meet demand and a transparent admissions process.
2. The decisions proposed in this paper will support the Councils ability to ensure sufficient school places are available both mainstream and specialist to meet demand in the city. The decision to invest will also support education providers and council officers in improving educational outcomes and reducing inequality through providing high quality education environments in areas of need and for young people starting from a disadvantaged position.

City Benefits:

1. New and refurbished buildings to provide high quality learning environments for vulnerable children and young adults. The buildings will be designed specifically to meet SEND teaching needs, with much improved SEND facilities.
2. Modern, energy efficient buildings designed to current standards in compliance with the BCC Core Strategy and Climate Change Practice notes, including the use of 20% renewables.
3. Schools designed to suit the local urban environments with enhanced place-making and well considered landscaping designs.
4. Increase in Social Value opportunities during the design and construction and buildings in use.

Consultation Details:

1. Scrutiny Member update.
2. Department for Education and Regional Schools Commissioner.
3. Sufficiency issues - City leaders and education sector – 9th March 2020.
4. Consultation with Elmfield & Claremont Schools and the City of Bristol College to ascertain the brief and develop outline feasibility.
5. Full and active consultation has been carried out regarding SEND projects with all schools, the City of Bristol College, parents, pupils, communities and all other stakeholders.

Background Documents:

Children’s and Families Act 2014

<http://www.legislation.gov.uk/ukpga/2014/6/contents/enacted>

SEND Code of Practice 2015 (Stat Guidance)

<https://www.gov.uk/government/publications/send-code-of-practice-0-to-25>

Equalities Act

<https://www.legislation.gov.uk/ukpga/2010/15/contents>

The Academies Act 2010

[Academies Act 2010 \(legislation.gov.uk\)](http://www.legislation.gov.uk/ukpga/2010/25/contents)

Revenue Cost	£0	Source of Revenue Funding	N/A
Capital Cost	£12.04m	Source of Capital Funding	£1m - 2021/22 School Condition Grant Allocation £1.84m - 2021/22 DfE High Needs Capital £9.2m - 2022/23 DfE Basic Need
One off cost <input checked="" type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

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

1. Finance Advice: This report seeks to approve the acceptance, allocation and the spend of capital grant from the Department of Education (DFE). The grant will deliver additional school capacity in order for the council to continue to meet its statutory obligation and help ensure sufficient mainstream and Special Education Needs and Disabilities (SEND) school places are available in the city. The expenditure proposals set out in the report and Appendix A1 indicate how the £12.04m budget envelope will be deployed across schemes. The funding needs to be profiled and a contingency amount is recommended given the current volatility of the construction market and cost escalations currently being experienced.

Finance Business Partner: Denise Hunt, Finance Business Partner, 19 th November 2021		
2. Legal Advice: Procurement of all contracts (goods, works and services) required to deliver the programme will need to comply with the Public Contracts Regulations and the councils own procurement rules. It is likely that many of these contracts will exceed the key decision threshold and the authority requested is to nonetheless permit procurement without further reference to Cabinet.		
Legal Team Leader: Eric Andrews, Legal Services 26 th November 2021 & Husinara Jones Legal Services, 4 th January 2022.		
3. Implications on IT: We would need a Solution Architect involved as early as possible to ensure the new technology aligns with our internal systems and strategy. Where support is needed, IT Service Transition will need to be involved.		
IT Team Leader: Iain Godding, Head of Enterprise Architecture, 22 nd November 2021.		
4. HR Advice: The report is seeking approval to accept, allocate and spend of a capital grant from the Department of Education (DFE) for additional capacity. There are no significant HR issues arising from this proposal.		
HR Partner: Lorna Laing (MCIPD), HR Business Partner – People Directorate, 10 th November 2021.		
EDM Sign-off	Hugh Evans	17/11/21
Cabinet Member sign-off	Cllr Asher Craig	03/12/21
For Key Decisions - Mayor's Office sign-off	Mayor's Office	07/01/22

Appendix A – Further essential background / detail on the proposal A1 – Project List and Resource A2 – Summary of projects	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement	NO
Appendix D – Risk assessment	YES
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco Impact Checklist	YES
Appendix G – Financial Advice Ref Section 1 'Financial Advice' in table above – no additional Appendix.	NO
Appendix H – Legal Advice Ref Section 2 'Legal Advice' in table above – no additional Appendix.	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice Ref Section 4 'HR Advice' in table above – no additional Appendix.	NO
Appendix K – ICT Ref Section 3 'Implications on IT' in table above – no additional Appendix.	NO
Appendix L – Procurement Ref Section 5 'Procurement Advice' in table above – no additional Appendix.	NO

Issue – For Cabinet, 06.01.2022

Appendix A1 – Project List and Resource

Project Name	New grant funding to be allocated	Total project cost	Comment
Education Capital Maintenance	£1,000,000		Reviewed yearly
Project Rainbow – Phase 3 (CoBC)	£2,500,000	£3,977,000	This was part funded previously. This decision will fully fund the project.
Elmfield School for Deaf Children - relocation	£690,000	£8,440,165	The volatile construction market has resulted in an increase of approx. 8% to the contract price
Claremont School Refurbishment and Expansion	£1,850,000	£15,392,842	This decision will allocate grant to the project but will not achieve sufficient budget. New SEND capital funding will be targeted to meet this need from the DfE
Year 7 Bulge Classes 2022	£6,000,000	£6,000,000	Depending on DfE success in delivering Free Schools in the East/Centre and South, year 7 sufficiency will need to be continually monitored

Education Capital Team

Rev 2 – 22nd December 2021

Appendix A2 – Summary of projects

Project Rainbow Phase 3 – Independent Living Facility

Address:

City of Bristol College, Ashley Down Centre, Ashley Down Road, Bristol, BS7 9BU.

Aims:

Project Rainbow is an initiative to provide independent living experience for young people, aged 18-24, with SEND. The overall aims are:

- To prepare young people with SEND for adulthood and to equip them with the skills to live independently.
- To enable young people to build on their existing skills and develop their confidence to challenge themselves in new areas – emphasis is on progression.
- To provide a safe, supported environment for young people to experience independent living, with trained staff on hand, and to develop mutually supportive relationships with their peers.
- To reduce the demand for social care, as on leaving education/training, young people will be more independent within their communities. The young people may also have some form of meaningful activity / employment and could be living independently or at least need less support in semi-independent living.

Proposals:

Project Rainbow Phases 1 & 2 relate to the Brislington Centre and three additional residential pods within the grounds. The Brislington Centre, in a suburban setting, provides accommodation with shared common facilities for 13 young people.

Building on the success the Brislington Centre and increasing demand, the proposals for Phase 3 are to construct a new building on the Ashley Down Centre to provide an additional and alternative offer. The urban setting will provide wider experience through the utilization of the many amenities at, or near to, the Ashley Down Centre.

The proposed two storey building will provide 12 bedrooms plus a communal kitchen, lounge and dining room.

Programme:

Subject to various commercial & statutory approvals, governance etc., the circa programme is to commence construction in the Spring 2022 for completion in the Spring 2023.

Elmfield School for Deaf Children – Primary relocation

Address:

(Former) Bristol Education Centre, Sheridan Road, Upper Horfield, Bristol, BS7 0PU.

Aims:

Elmfield School for Deaf Children provide education to children with profound severe and moderate levels of hearing impairment, some with additional special needs. The school is currently located in a 1960's building which is not well suited for teaching children with complex hearing issues. The school building is also in deteriorating condition with M&E and building fabric requiring ongoing investment. The aims and ambitions are to provide:

- A modern, purpose made facility with enhanced technology & acoustic design.
- Access to mainstream teaching with collaboration of the curriculum and shared spaces.
- Wider support for children and their families.
- Additional pupil places for children with specialist hearing needs.
- A reduction in operational and maintenance costs.

Proposals:

To relocate Elmfield School to the Bristol Education Centre (BEC) which is adjacent to, and shares the site of, Upper Horfield Community School (UHCS). The BEC, which has previously been used as an office for Early Years support staff, needs significant repair and refurbishment. The proposals are:

- Demolition of the link building to create a shared Entrance with UHCS.
- Full refurbishment of the BEC and areas near to the new Entrance within UHCS.
- Partial demolition of the corner of the BEC to enable a vehicular access to be created around the wider school site to enhance vehicle / pedestrian safety.
- Outdoor landscaped areas for play and learning.
- To create additional teaching capacity for a further 24 children in Early Years & Primary.

Programme:

Subject to various commercial & statutory approvals and governance etc., the circa programme is to commence construction in the Spring 2022 for completion in the Spring 2023.

Claremont School Refurbishment and Expansion

Address:

Henleaze Campus, Henleaze Park, Henleaze, Bristol, BS9 4LR.

Aims:

Claremont School provides education to children aged 2 to 19 years with physical disabilities & complex health needs. The school in Henleaze is centred around a Victorian building, with various extensions from 1960's onwards, all in various states of disrepair. Claremont Secondary provision is located alongside Redland Green School in Redland.

At the Henleaze site there are a wide range of significant suitability issues, especially considering the very specialist needs of the children, due to the condition of the buildings and various level changes across the site and within the buildings. Further, the school is also having to manage complex provision over two sites in accommodation that is not well suited to the specialist needs. The aims and ambitions are to:

- Provide appropriate facilities for the very specialist teaching needs.
- Increase pupil capacity.
- Improve efficiency for school resources and management of services by consolidating all provision in one location (Early Years, Primary, Secondary, Post-16). This will also remove the need for transition at the age of 11, which is already a stressful experience for the pupils.
- Reduce maintenance liability and running costs.
- Remain in Henleaze for community inclusion and integration, noting the close proximity to the high street which is readily accessible and level.

Proposals:

To redevelop the school in Henleaze to enable all school years to be located on one site with accommodation that is designed and constructed to meet all specialist needs. The proposals are:

- Demolition of most of the building extensions whilst retaining the central Victorian building.
- Construction of a new two-storey school building, designed to meet the specific specialist needs of the pupils (environmental control, sensory learning as well as mobility).
- To provide a building which will be level and accessible access throughout, with appropriate storage
- To create additional teaching capacity for a further 14 children across all school years.

Programme:

Subject to various commercial & statutory approvals, governance, and funding availability etc., the circa programme is to commence construction in early 2024 for completion in the Summer 2025.

Programme betterment, if possible, and options for temporary accommodation during the redevelopment of the site are currently being explored.

Year 7 Secondary bulge 2022/23**Address:**

Various Secondary schools, predominantly in the North and East of the City.

Aims:

Due to the delayed opening of two Secondary Schools under the DfE's Free Schools Programme, there will be a shortage of Secondary places from 2022/23. The aim is to respond to the delayed opening by providing temporary secondary places from 2022/23, by nominal pupil increases at various schools and by capital investment for full 1FE or 2FE at circa six schools.

Proposals:

Capital intervention works may include a range of the following, but not limited to:

- internal refurbishment of various areas (typically to increase Science provision and welfare) plus works to increase dining capacity.
- external works to support external play & sports, sheltered dining provision and associated catering.

Programme:

Subject to various commercial & statutory approvals and governance etc., the circa programme is to undertake and complete construction works over the Summer break 2022. There is recognition that the delivery of some aspects of the projects may not be possible to complete by 31st August 2022 (long lead-in of specialist items, Planning Approval, market volatility etc.). In such scenarios the works will be prioritised and fully coordinated with the schools.

Education Capital Team

23rd December 2021

APPENDIX D - SEND SUFFICIENCY & CAPITAL PROJECT

Project Risk Log

Negative Risks = a threat to Project and its aims (aim to reduce Level of risk); **Positive Risks** = an opportunity to the project and its aims (aim to increase level of opportunity)

Project ID and Title: Education Capital - Budget allocation - relating to Elmfield School, Hawking House, Claremont School and the Secondary bulge projects.

Project Manager: Education Capital Team

Last update: Dec 2021

Type of risk (ve / -ve)	Ref/ID (risk)	Risk Description	Key Causes	Key Consequence	Status	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Equalities related risk?	Current Risk Level			Monetary Impact of risk £K	Mitigated Risk Tolerance			Date	Actions to be undertaken (include dates as appropriate)	Resp. Officer
											Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating			
Negative	R01 - Economic & Political	Volatile market conditions resulting from impacts of the pandemic and/or BREXIT have potential to impact the commercial projections and timescales for delivery (considering impacts on the supply chain, labour, materials etc.).	External influence to BCC - Global.	Cost uncertainty (potential increased cost). Project delays.	Open	Service Provision	BCC	Continually monitor & review being prepared to react to change. Development of robust procurement options. Implementation of programme & cost contingency. Commission of Q.S. advisory services.	^	N	4	5	20	unknown	3	5	15	Nov-21	Continual assessment and review of funding, procurement, programme etc.	
Negative	R02 - Economic & Political	Economic uncertainty - market fluctuations. Potential for a recession / rising interest rates.	External influence to BCC - UK	Cost uncertainty (potential increased cost). Project delays.	Open	Financial	BCC	Continually monitor & review being prepared to react to change. Development of robust procurement options. Implementation of programme & cost contingency. Commission of Q.S. advisory services.	^	N	4	5	20	unknown	3	5	15	Nov-21	Continual assessment and review of funding, procurement, programme etc.	
Negative	R03 - Economic	Elmfield: Capital receipt projections subject to projected market conditions. Market value may have decreased since earlier assessment.	External influence to BCC - UK	Financial shortfall. Potential for Capital Receipt value to be lower than projected with the requirement for additional funding and/or borrowing.	Open	Financial	BCC	Continually monitor & review. Commission of land surveyors valuation.	<	N	1	5	5	unknown	1	5	5	Nov-21	Commission further land valuation. Continual assessment and review.	
Negative	R04 - Strategic & Economic	Insufficient grant funding.	DfE funding insufficient to deliver the SEND projects and support the urgent Secondary bulge works.	Financial shortfall. Projects with greater urgency inevitably absorbing allocated and projected funding resulting in delay to projects will less urgency.	Open	Financial	BCC	Prioritise urgent projects. Continual VE of all projects. Explore all funding streams. Re-programming of project works to maintain a positive cashflow.	^	N	4	5	20	unknown	3	5	15	Nov-21	Continual assessment and review. Prioritise & VE projects. Explore all funding options.	
Negative	R05 - Statutory - Planning	Not obtaining a successful Planning Decision Notice or Conservation area consents for the proposals - enhanced risks with TPO and proposals involving heritage.	Development of design proposals mis-aligned with Planning Policy and/or community objections.	Delays to development. Costs for redesign. Potential risks of non-delivery.	Open	Service provision	BCC (Commissioned design team)	Commission of experienced design and project teams. Early consultation with all stakeholders, including the LPA and Conservation team. Submission of a Pre-App or PPA.	<	N	3	5	15	unknown	2	5	10	Nov-21	Early consultation with stakeholders, including LPA, community groups & neighbours. Commission competent design and project teams to progress any design options.	
Negative	R06 - Statutory (Planning) & Economic	Increased costs required under S106, notably for highway works.	Proposals are anticipated to require off-site works in connection with the development proposals.	Additional project costs attracted.	Open	Financial	BCC	Early consultation with the LPA and Conservation team, submission of a Pre-App or PPA. Inclusion of funding within the budget for S106 works.	<	N	3	3	9	unknown	2	3	6	Nov-21	Early discussion with LPA and Highways. Inclusions of funding to deliver S106 works.	
Negative	R07 - Technical	Cost: Site infrastructure is unsuitable (utility capacity/ drainage condition & network capacity etc.)	Potential for existing infrastructure to require upgrading.	Additional cost. Feasibility works to date are by high level only with the majority of information ascertained from desktop info only. Potential programme implications.	Open	Financial	BCC	Early commission of surveys. Inclusion of budget costs within early stage cost plans to provide an early stage provision for abnormalities.	<	N	3	5	15	unknown	2	5	10	Nov-21	Early commission of utility surveys & reports once approvals provided. The risk of any issues may physically remain but once known the risk can be managed with greater cost certainty.	
Negative	R08 - Technical	Site abnormalities (cost & programme)	Outline feasibility works have been largely desk-top based. Considerable risks associated with abnormalities and risks not yet investigated (ecological, deleterious materials, ground contamination, service diversions, UXO etc.).	Additional cost. Potential programme implications.	Open	Financial	BCC	Early commissions of site surveys and desktop investigation to identify abnormalities to inform cost and risk allocation. Inclusion of budget costs within early stage cost plans to provide an early stage provision for abnormalities.	<	N	4	3	12	unknown	3	3	9	Nov-21	Early commission of on-site specialist surveys. Allowance within early stage Cost Plans where abnormalities currently not fully assessed.	
Negative	R09 - Technical	Disturbance to academic activities and neighbours during construction.	Construction activity on site (demolition, refurbishment, new build etc.) and/or off-site works (deliveries, contractors parking etc.)	Disturbance to academic activities from noise and disruption nuisance to neighbouring communities.	Open	Service provision / Communities	BCC	Programme significant ground / demolition works during holiday duration if possible. Temporary decant accommodation for Claremont. Full coordination of construction programme with Upper Horfield Community School. Contractor to be registered with and independently audited by the CCS. Programme works in consultation with stakeholders, forewarning where disturbance is unavoidable.	<	Y	4	3	12	Minimal	3	3	9	Nov-21	Early discussion and full consultation with schools and the neighbouring community to develop and convey the programmed construction works. Commission of a competent Contractor with experience of working within dense urban areas and school settings.	
Negative	R10 - Technical / Service provision	Temporary accommodation arrangements for Claremont school not being suitable.	Claremont School will need to vacate the existing buildings to enable the construction works to be undertaken. Temporary accommodation to be provided during redevelopment of the Claremont site.	Disturbance to Claremont pupils and staff must be minimised as far as is reasonably possible. Locations for temporary options have been identified. All options to be fully explored with the school prior to be progressed. Temporary solution to be suitably funded to ensure the specialist provision is fully provided.	Open	Service Provision	BCC	Options have been identified and budget costs ascertained. The selected option and associated risks to be thoroughly reviewed upon project approvals / early design stage.	<	Y	3	5	15	Allowance within the budget for temporary accommodation	2	5	10	Nov-21	Options for temporary accommodation to be reviewed and progressed upon project approvals.	
Negative	R11 - Organisational	Options not meeting the needs of all schools, governors, parents and pupils.	The feasibility / discovery works have been completed in consultation with Elmfield & Claremont schools and the City of Bristol College in the Autumn 2019. Notification of the proposals were provided in July 2020 to parents/pupils of the schools and Upper Horfield Community School and Fairfield School, once appropriate notification was provided to users of the BEC and there was greater confidence the project could be commercially delivered.	Risks that the outline proposals do not meet needs of all stakeholders. Implications of associated changes to the outline feasibility proposals and/or programme delivery of the proposals (cost & programme)	Open	Service delivery	BCC	Full consultation has now been carried out to ascertain feedback from all stakeholders, including all schools, parents/pupils, prior to progressing any options.	<	Y	3	3	9	unknown	2	3	6	Nov-21	Continual engagement with schools, parents, pupils and wider stakeholders, as proposals continue to evolve.	
Negative	R12 - Legal & Strategic	Delays - if formal agreements (licences, development agreements, funders approvals (PFI)) not being in place to meet the programme.	Required duration to process agreements exceeds available time in the programme.	Early coordination with all parties, including involvement with Legal & Property teams & PFI SPV's (details remain to be confirmed and developed during any forward design works).	Open	Service delivery	BCC	Early discussion with all schools, PFI SPV's and BCC Property and Legal Services teams upon project approvals to progress required agreements.	<	N	3	5	15	unknown	2	5	10	Nov-21	Update all schools and PFI SPV's with the feasibility options prior to project approvals. Full engagement and consultation upon project approvals with all stakeholders, including BCC Property & Legal teams.	
Negative	R13 - Organisational	Disruption and disturbance to staff using the BEC.	Uncoordinated communications and no forward programme, proposals or funding for staff moving from the BEC.	No forward plan of options in place for staff.	Closed	Service delivery	BCC	Options and finance for office moves to be identified, appropriately communicated to staff and forward moves managed.	<	Y	1	1	1	unknown	1	1	1	Nov-21	ACTION CLOSED - ALL BEC STAFF HAVE NOW BEEN SUCCESSFULLY RELOCATED TO ALTERNATIVE OFFICE LOCATIONS	
Negative	R14 - Technical & commercial	Cost & Programme: Unforeseen risks either from missing desktop information or outdated desktop information.	The majority of feasibility option works has been undertaken from desktop information only. Risk of variance from desktop information impacting the options.	Detailed site information to be ascertained as part of the developing design stage. Budgetary allowance has been made for abnormalities. Potential cost implications at this stage are undetermined.	Open	Financial	BCC	Commission of specialist surveys ahead of project approvals where possible with full surveys undertaken early upon full project approvals.	<	N	3	5	15	unknown	2	5	10	Nov-21	Early commission of specialist surveys once approvals provided. The risk of any issues may physically remain but once known the risk can be managed with greater cost certainty.	
Negative	R15 - Technical	Programme delays - Community objection to proposals.	Negative impacts of the proposals to the neighbouring communities (including, but not limited to parking, noise, disruption during construction). Successful Decision Notice not achievable or significantly conditioned. Anxiety for neighbours and communities.	Programme / project delays to review and amend design proposals.	Open	Service provision / Financial	BCC	Early consultation with neighbours and community groups, and consultation throughout design and development. Designs to be sympathetically developed to suit the urban environments and placemaking, with consideration to any issues raised by the community.	<	N	3	5	15	unknown	2	5	10	Nov-21	Commission of competent and experienced design teams. Early consultation with neighbours and community groups. Ongoing engagement with key stakeholders throughout all project works.	
Negative	R16 - Statutory / legal	Commercial - in connection with the appropriation of Elmfield land from Educational use to Residential use.	Permissions may need to be sought from the Secretary of State for the sale of the Elmfield site for residential use.	Potential loss of income via the projected capital receipt and/or delays with the capital receipt.	Open	Financial	BCC	Early consultation with the SoS / DfE and discussion with BCC Property and Legal teams to assess risk and mitigation options.	<	N	3	5	15	TBC	2	5	10	Nov-21	Early consultation with SoS / DfE and BCC Legal & Property teams.	
Negative	R17 - Organisational	For the Secondary bulge - Delay: unable to achieve sufficient school places for Sept 2022.	Shortage of potential schools to develop; shortage of options at the schools; schools unable to support the short term increase in pupil capacity at this time.	Insufficient pupil places for Sept 2022, and potentially beyond, with the council unable to meet the Statutory duty to secure sufficient school places.	Open	Service provision / Statutory	BCC	Early identification of schools that could support the bulge with temporary expansion. Early discussion with the schools identified to ascertain development options, including commission of consultant led team to establish viability (cost/ programme) of options. Commission of design team and wider stakeholder teams within BCC to progress the projects. Early engagement with PFI SPV's.	<	N	4	5	20	unknown	3	5	15	Nov-21	Identification of, and early engagement with, all stakeholders including but not limited to the schools & internal BCC Teams (Procurement, PFI, Legal, Planning, etc.). Commission of consultancy teams to develop designs and early engagement with SPV providers.	
Negative	R18 - Technical	For the Secondary bulge - Delay & Cost: PFI risks (legal & funding agreements) may either prevent any works progressing, be unaffordable or cause delay to the delivery of construction works.	PFI providers unable to support the project. Insufficient time or funds to deliver all project works.	Secondary places and/or suitable supporting facilities will not be in place for September 2022.	Open	Service provision	BCC	Commission of a project team at the very earliest opportunity and early engagement with all PFI schools. Robust delivery programme prepared and continually reviewed. Risks remain with the physical delivery of construction works (ref enhanced risks above) plus with consideration of the narrow window(s) to complete works outside of term time.	<	N	4	5	20	unknown	3	5	15	Nov-21	Early engagement with PFI SPV providers. Early instruction of ANC's to progress design & survey works. Coordination with the schools to explore all options of delivering the construction work, including enabling work.	
Negative	R19 - Technical	For the Secondary bulge - Delay: Insufficient time to deliver all project works required to provide sufficient pupil places.	Insufficient time to deliver all project works. Highly likely that not all construction works will be completed within the given timescales i.e. by Sept 2022 (considering the market volatility and lead-in times for major items).	Secondary places and/or suitable supporting facilities will not be in place for September 2022. Risks from the supply chain and market remain with particular note of the narrow timeframes (school vacations) to complete works on site.	Open	Service provision	BCC	Early review of potential options that may be deliverable within the available time. Assessment of budget costs. Agreeing priorities with each of the school to ensure the essential teaching provision is in place by Sept 2022. Potential for separate Planning Applications for a given school to de-risk wider works within a given school to ensure essential provision is completed.	<	N	4	5	20	unknown	3	5	15	Nov-21	Currently at RIBA Stage 1. Continual review of the briefs, associated options, programme & cost. Discussion and agreement with individual schools to understand absolute priorities.	
Negative	R20 - Commercial	For the Secondary bulge - Cost: Insufficient funds to deliver all project works required to provide sufficient pupil places.	Insufficient funding to deliver all options for all schools.	Non delivery of some of the options, potentially impacting on the teaching delivery.	Open	Service provision		Early review of potential options with the schools to ascertain a robust budget for the wider project. Agreeing priorities with each of the school to ensure the essential teaching provision is in place by Sept 2022.	<	N	4	5	20	unknown	3	5	15	Nov-21	Early review of potential options with the schools now complete. Priorities to be agreed with each of the schools to ensure the essential teaching provision is in place by Sept 2022.	
Negative	R21 - Technical	For the Secondary bulge - Planning risks.	Risks of not obtaining the required Planning consents / successful Decision Notices (either at all or to meet the programme of works).	Delays to completing works to meet the requirements for all pupil places and/or some elements of project works unable to be progressed.	Open	Service provision	BCC	Early commission of design team, including Planning Consultants as required. Proposals to be progressed in full alignment with Planning Policy. Early engagement with Planning Officers with submission of Pre-Apps / PPA if there is available time.	<	N	3	5	15	unknown	2	5	10	Nov-21	Commission of competent designers experienced in Planning matters. Early engagement with Planning Officers plus submission of Pre-Apps if time allows within the programme. Potential to consider multiple Planning Applications to de-risk work packages at individual schools.	
Negative	R22 - Technical	For the Secondary bulge - Programme risks relating to PFI contract amendments & stakeholder consent.	Time required to follow the process of contract review of financial arrangements between all parties and legal review of the contract process ahead of committing to capital works or making plans to accept additional pupils	Delays to formalise instruction to enable pupil places to be confirmed and design & construction works to be progressed. Risks of not being in a position to offer place and/or complete essential building works on time.	Open	Service provision	BCC	Early engagement with PFI teams (BCC and SPV's). Early engagement with Legal Services to support review of existing contractual arrangements and offer advice regarding compliance. Commission of external professional PFI / legal advice to support the required contractual review.	<	N	4	5	20	unknown	3	5	15	Dec-21	Engagement ongoing with BCC internal teams and PFI SPV's. External PFI/Legal consultant to be commissioned to support the contractual review.	



Title: Education Capital – Budget Allocation (SEND Capital projects and Secondary Bulge Projects)	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input checked="" type="checkbox"/> Other [please state] <i>Education Capital works</i>	<input type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Economy of Place	Lead Officer name: Phil Lawrence MRICS, for and on behalf of the Education Capital Team.
Service Area: Growth & Regeneration	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 \(EqIA\) \(sharepoint.com\)](http://sharepoint.com).

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

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

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

The **Masterplan** proposals relate to two SEND schools in the north of the city – Elmfield School for Deaf Children and Claremont Special School. The purpose of the Masterplan is to:

1. address the deteriorating condition of the existing buildings.
2. address the suitability of the existing buildings for teaching and providing support to SEND pupils and families.
3. increase SEND pupil capacity.

Elmfield School for Deaf Children, Early Years and Primary, are located in Westbury-on-Trym in a 1960's building of deteriorating condition. The Secondary years are located within the mainstream Fairfield High School in Horfield.

Claremont Special School Early Years, Primary and Post-16 are located in Henleaze in buildings centred around a Victorian building, with various single storey extensions from the 1970's onwards. The buildings are also in a deteriorating condition. The interior spaces are uncoordinated with changes in levels, which are unsuitable for the pupils with such specialist mobility needs. Claremont Secondary pupils are located at Redland Green School which, although is of relatively modern construction, does not provide completely suitable facilities to meet the various SEND needs.

The masterplan comprises of the following projects:

- **Project A:** Partial demolition and new build plus full refurbishment at the Bristol Education Centre (BEC) to meet the needs of Elmfield School for Deaf Children Primary and Early Years. The proposals include a coordinated colocation with the adjacent Upper Horfield Community School.
- **Project B:** Construction and/or refurbishment (location to be confirmed) to provide suitable temporary accommodation, internally fitted out for the specialist needs, to enable decant of pupils from Claremont Special School during the redevelopment of the Claremont school site.

- **Project C:** Partial demolition, full refurbishment and construction of a new school building at the Claremont Special School site.
- **Project D:** Minor refurbishment of Redland Green School to enable Elmfield School for Deaf Children Secondary pupils to move from Fairfield School to Redland Green School.

The **SEND Residential project** is the provision of a new building to provide independent living accommodation for young adults with SEND at the City of Bristol College, Ashley Down Campus. The proposed project is Phase 3 of the successful Project Rainbow project; Phases 1 & 2 being residential accommodation at the Brislington Centre, also managed by the City of Bristol College.

Phase 3 is required to provide both additional bed spaces, plus also an alternative offer, with associated opportunities for the students within an urban environment.

The **Secondary bulge** project is the provision of additional Secondary school places for pupils from Sept 2022. The project is in response to the delays with the delivery of the DfE’s Free Schools in the City creating a shortfall of places from the school year 22/23 onwards. Options, currently at feasibility stage, are anticipated to be progressed at circa six schools in the city. Due to available timescales and funding, the works will be relatively minor in nature (internal remodelling / refurbishment) plus potential for increased external covered dining space.

NB Whilst some operational / delivery considerations are technically outside the scope of this budget allocation proposal, the EqIA aims to address known potential issues which may arise, such as disruption during works, so mitigations can be identified at an early design stage prior to commencing any work on site.

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: Whilst the proposals all relate to educational settings (schools/ college) the proposals may also impact on the wider communities and neighbours, considering potential for community use (on completion) and disturbance (during construction).		

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
Joint Strategic Needs Assessment (JSNA) Health and Wellbeing Profile 2021/22 – Special Educational Needs and Disability (SEND). JSNA 2021.22 - SEND (bristol.gov.uk)	For full details refer to the Joint Strategic Needs Assessment (JSNA) Health and Wellbeing Profile 2021/22 – Special Educational Needs and Disability (SEND). Summary points beneath.
<p>Summary points</p> <ul style="list-style-type: none"> • There are just over 11,750 pupils in Bristol schools with Special Educational Needs (SEN), which is 16.9% of all pupils. • Hartcliffe and Withywood has the highest rate of school pupils with SEN in Bristol (234.5 per 1,000) and Cotham has the lowest (95.6 per 1,000) • Approximately 4.1% of Bristol’s child population have a “limiting long-term illness or disability”, higher than the national average of 3.8%. <p>Numbers of children and young people with SEN in Bristol schools</p> <p>As at January 2021, there were 69,412 children on roll in Bristol schools.</p> <ul style="list-style-type: none"> • 11,758 (16.9%) pupils with special educational needs (SEN) <ul style="list-style-type: none"> ○ 9,541 (13.7%) are receiving SEN support ○ 2,217 (3.2%) have an Education, Health and Care Plan (EHCP) • 582 pupils with an EHCP are female (26.9%) and 1,580 are male (73.1%). 4,736 pupils with SEN support are at a primary school (12.9% of all primary pupils) and 3,378 are at secondary schools (incl. All-throughs) in Bristol (14.4% of secondary pupils). • 1,126 pupils with an EHCP are attending a special school (99% of all pupils in special schools), 460 are at secondary school, (incl. All-throughs) which is 2% of all pupils in secondary school and 534 are at primary schools (1.5% of all pupils at primary). 13 pupils with an EHCP are attending nursery and 31 a pupil referral unit. • The proportion of children with an EHCP in primary schools has increased in the last year to be greater than the proportion in secondary schools. 	
<p>Additional comments:</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 checked="" type="checkbox"/> Race |
| <input type="checkbox"/> Religion or Belief | <input checked="" type="checkbox"/> Sex | <input type="checkbox"/> Sexual Orientation |

2.3 Are there any gaps in the evidence base?

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

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

We do not have accurate information about some protected characteristics, especially when these have not historically been included in statutory reporting e.g. Religion/belief, and sexual orientation.

Bristol City Council commissioned a SEND data independent review¹ in 2019 with a number of recommendations to improve data collection which have/are being implemented.

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 schools and the college manage communications with their staff, pupils and parents.

Bristol City Council are the Client Project Managers and have commissioned a delivery team (the Local Education Partnership and Arcadis), to manage the design and construction of the new schools, who will in turn commission a competent Design & Build contractor (Skanska for the SEND projects) to develop all aspects of the design and ultimately develop the sites.

Bristol City Council will ensure that the appointed delivery teams will develop the design in full consultation with the schools and college and therefore provide the opportunity to incorporate feedback from the schools (pupils and parents) throughout the design and construction.

For the Capital builds at Claremont School (Henleaze), Elmfield School (Bristol Education Centre site) and the City of Bristol College (Ashley Down Campus), we have engaged with residents / local community during the development of the proposals pre-submission of a Planning Application.

¹ https://www.bristol.gov.uk/documents/2193095/3723863/Bristol+City+Council+-+SEND+Data+Independent+Review+July+2019_FINAL+20190726/7195-4738-a25a-e847-58ec2095a136

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 schools and the college will continue to manage communications with their staff, pupils and parents.

The BCC Education Capital Team will liaise with, and coordinate feedback from, internal stakeholders within BCC.

Ahead of the Planning submissions, the public and local community groups have been consulted regarding the proposals. During construction, the neighbours will also be kept informed of progress and any significant events that may impact them. The Contractor will register the site with the Considerate Constructors Scheme (CCS), which will independently assess the site against various measures for working in collaboration within the community.

Key stakeholders for the community include the Ward Councillors, Neighbourhood Trusts and neighbours adjacent to the site(s).

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)

During construction

There is potential for disruption to neighbours and the community during construction activities which may have a disruptive impact to any of the groups with protected characteristics, as yet unidentified.

Initial public consultation from the pre-Planning stage has captured concerns of individual neighbours and the wider community in relation to the proposals. The feedback is being considered and has been shared with wider teams both within the council and the project team.

As above, for the SEND capital projects, the Principal Contractor will register the site with the Considerate Construction Scheme, who will independently assess the works. The Principal Contractor will work closely with the neighbours and community to mitigate and minimise disturbance during construction works, as far as possible e.g. by working set hours, taking such steps as are necessary to minimise dust, dirt, and noise; asking operatives to park off-site to avoid unnecessary reduction to available parking as appropriate. The appointed Contractors will also be given information about any additional needs of the learners at the site as appropriate and as part of the contract must agree to: Not to practice any form of discrimination; Promote Equality of opportunity; comply with the Equalities Act 2010 throughout the life of the contract.

We will ensure that the schools/ college are notified of works at an early stage and communicated with throughout the life of the project. For the Secondary bulge projects, construction work will be programmed, where possible, to be carried out during school vacations. For the capital masterplan works, the programmes will be developed in liaison with the schools/ college to mitigate disruption as far as reasonably possible. As noted for the Claremont

redevelopment project, the school will be temporarily relocated to enable the Henleaze school site to be redeveloped.

School moves

There will be inevitable disruption to the SEND pupils and staff during moves from the current school buildings to the newly refurbished buildings and/or decant accommodation. These impacts will notably affect the disabled protected characteristic group. The moves will be fully planned and managed to mitigate negative impacts as far as is reasonably possible.

In use

By the nature of the proposals, the projects should provide only betterment to any groups. There is no evidence to suggest the final proposals will have any potentially adverse impacts on the following groups:

PROTECTED CHARACTERISTICS

Age: Young People	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	There will be a disproportionate impact on children and young people as learners, who may be affected by the noise and adjacent construction activities etc.
Mitigations:	See 'general comments' above.
Age: Older People	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Disability	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	The proposal will inevitably have a disproportionate impact on disabled children and young people and their families as they are the affected cohort of pupils. The Claremont and Elmfield sites are sloping with a change in levels across the sites, noting there are currently level changes within the buildings at Claremont. Children and young people with special educational needs and disabilities may require advance warning about possible disruption to minimise anxiety or manage sensory sensitivities – affected school have their own separate equality impact assessment process.
Mitigations:	The proposed building floor plans will be level, with external gradients and levels mitigated by design as far as possible. The commissioned competent designer will need to ensure that all access provisions meet the requirements of the Equalities Act 2010, Approved Documents, Building Bulletins and all relative standards.
Sex	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Race	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	

Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Carers	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Other groups [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

There are significant opportunities to provide many positive benefits. The principle needs for the project are:

1. To increase the offer of pupil places for children and young adults with special education needs and disabilities
2. To address the suitability and condition issues of the current buildings used for providing education to SEND pupils.
3. To provide additional Secondary places in mainstream schools from 22/23.

The buildings will be designed to provide much improved facilities for mobility, environmental control, welfare provision etc. which will provide significant betterment on the current arrangements and positive impacts for all building users.

The new buildings, and newly refurbished buildings, will be designed to current modern standards, with full compliance with the Equalities Act 2010, current Approved Documents within the Building Regulations, Building Bulletins and all other required standards.

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 **school moves** have potential to negatively impact pupils with SEND. The moves, including into interim decant

temporary accommodation, are to be meticulously managed and planned to mitigate disturbance and disruption for the schools.

Schools have undertaken their own separate Equality Impact Assessments (See Annexes).

There is potential for short term disturbance to building users and the wider community / neighbours during the construction of the works plus potential long term legacy changes for the wider community / neighbours. Impacts of short term disturbance may be managed through careful planning, commission of competent & experienced Contractors and independent assessment by the Considerate Constructors Scheme (CCS). The impacts of any long term legacy changes may be understood through consultation and engagement with the community / neighbours and formally reviewed through the statutory Planning process.

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

The proposals are capital works which, in the long term, should solely provide benefits and positive impacts for all building users.

For the **design** - to obtain a robust brief, ensure full stakeholder involvement throughout the design development and incorporation of independent due diligence reviews at key gateways.

For the **construction** - to ensure that the works are thoroughly communicated with all stakeholders, including the neighbours and community groups throughout construction.

Stakeholders are to include the wider community (neighbours and community groups) as well as the schools.

For **completion** – the new buildings will be designed to provide much improved facilities for mobility, environmental control, welfare provision etc. which will provide significant betterment on the current arrangements and positive impacts for all building users.

4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale
The Designers will provide a Design and Access statement which will be used by the School to develop their policies.	Phil Lawrence MRICS For and on behalf of the Education Capital Team.	From design stage through to completion.
The Contractors performance on site will be regularly reviewed at contract Progress meetings (minimum monthly). The Contractor will consider the potential for the construction works to impact on the wider community when planning for and throughout the construction works.	Phil Lawrence MRICS For and on behalf of the Education Capital Team.	During construction.
For the capital projects, the Contractor will register the site with the Considerate Constructors Scheme, which will independently assess the site against various measures for working in collaboration within the community.	Phil Lawrence MRICS For and on behalf of the Education Capital Team.	During construction.

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.

Continuous stakeholder engagement throughout the design and construction stages will inform the any impacts at the time of occurrence.

Post completion of the works, Post Occupancy Evaluation (POE) is to be undertaken (circa 12-months post completion). The POE will both measure any impacts (positive & negative) and inform lessons learned for future projects.

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 Director²

Equality and Inclusion Team Review: <i>Reviewed by Equality and Inclusion Team</i>	Director Sign-Off: 
Date: 29/11/2021	Date: 30/11/2021

² 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 E – EqIA: Annex A - Equality Impact Assessment – Claremont Special School

Name of proposal	Claremont SEND School - Proposal to co-locate Primary and Secondary phases on the existing Henleaze site
Directorate and Service Area	People , Education Services – Claremont School
Name of Lead Officer	Emma Richards
Date	22 nd July 2020

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?

Claremont is a school in North Bristol catering for children and young people with disabilities and a range of additional and/or associated learning needs, sensory impairment and complex health needs, aged 2 to 19 years. The DfE designation is Physical Difficulties (PD)/ Specific Learning Difficulties (SLD)/ Profound and Multiple Learning Difficulties (PMLD).

Claremont is a 72 place school.

Currently Claremont School operates from two sites: education for 2 to 11 year olds and post-16 (16-19 yrs) is provided at the Henleaze site and for 11-16 year olds is provided on a site at Redland Green School.

Buildings at the Henleaze site are deteriorating and becoming unsuitable for teaching and providing effective support to SEND pupils and families, for example having changes of level which are unsuitable for children with mobility needs. The building at Redlands was not developed for Claremont students, and there is no easy access to community from this site e.g. shops, library as found in Henleaze.

The proposal is to redevelop Claremont School's Henleaze site so that primary, secondary and post-16 education can all be provided from the same site. This will be achieved through secondary year groups moving to the existing Henleaze site. The proposal will also present an opportunity for Bristol CC to review the number of places should this be desired.

To accommodate all students at Henleaze and enhance existing facilities the school will need to be substantially rebuilt entailing a move of students and staff from Henleaze site to temporary accommodation for the period of the works.

Impacts on:

- Our vulnerable children will benefit by not having to change site at age 11 and then again at age 16. This will give a continuity of provision.
- Staff will benefit by being able to operate as a single, unified workforce. Staff are currently employed to work across both sites (rather than be site-specific).

- Local community. There will be more children onsite. Most of our children need transport of some type to access school which will have an impact on the local community.

Step 2: What information do we have?

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

- **Citywide data**

Bristol [Joint Strategic Needs Assessment \(JSNA\)](#) and citywide data available from [Open Data Bristol](#) shows that Bristol is a thriving and diverse city, but its success is not shared by everyone, and inequality is growing. Bristol has 41 areas in the most deprived 10% in England, including 3 in the most deprived 1%. The greatest levels of deprivation are in Hartcliffe & Withywood, Filwood and Lawrence Hill. In Bristol 15% of residents - 70,400 people - live in the 10% most deprived areas in England, including 18,900 children and 7,900 older people.

- **Claremont School data**

Students to Claremont School come from across Bristol City, as well as from South Gloucestershire, North Somerset and Bath & North East Somerset (BANES) Local Authorities.

Claremont School currently has 68 students on roll. This is expected to grow to the school's capacity, 72, in September 2020. The school's current students are from the following Local Authorities -

Bristol City – 75%

South Gloucestershire – 14.5%

North Somerset – 9%

BANES – 1.5%

100% of students at Claremont School have an Education, Health and Care plan in place. Multi-disciplinary teams of professionals work with students at varying levels across the areas of Education, Health and Care.

48% are boys and 52% are girls.

25% students are in BAME categories.

Economic deprivation for children can be measured through Pupil premium – 32% of children; and entitlement to Free School Meals – 33% of children.

89 current Staff at Claremont School come from a wide area, from Bristol, South Gloucestershire, Gloucestershire, Herefordshire, North Somerset and Monmouthshire.

8% of the workforce are men and 92% women.

3% staff are in the BAME categories.

55% staff are carers of school aged children or have caring responsibilities to some degree.

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

News of the redevelopment has been shared with staff and parents. Wider and more specific consultation, also including the local community, will take place when more detailed plans are available in Term 1 and Term 2.

Step 3: Who might the proposal impact?

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

Impacts are assessed in relation to both the transitional phase, when students will be in temporary accommodation, and in relation to the new build leading to the intended outcome of all provision being on one site.

	<u>Students at Claremont School</u>	<u>Staff at Claremont School</u>
Age	No adverse impacts due to age have been identified.	No adverse impacts due to age have been identified.
Disability	All of the students at Claremont School have a disability. Ongoing scrutiny will ensure that temporary and new accommodation will have full disability access and the necessary specialist provision.	Temporary and new accommodation will be provided with full disability access. Ongoing monitoring and reporting will identify any disability-related issues swiftly.
Sex	No adverse impacts due to gender have been identified. Ongoing scrutiny will ensure that temporary and new accommodation will have sufficient facilities to ensure privacy.	No adverse impacts due to gender have been identified. Ongoing monitoring and reporting will identify any sex-related issues swiftly.
Sexual Orientation	No adverse impacts have been identified.	Claremont School is an inclusive employer with standards based on tolerance and respect. No issues are likely to be presented different to any issues not already known and addressed in the normal running of the school.
Pregnancy and maternity	No adverse impacts have been identified.	Some staff will present with this characteristic. Individual risk assessments are completed for relevant staff. No issues are likely to be presented

Appendix E – EqIA: Annex A – EqIA – Claremont Special School

		different to any issues not already known and addressed in the normal running of the school.
Marriage and civil partnership	Not applicable.	Claremont School is an inclusive employer with standards based on tolerance and respect. No issues are likely to be presented different to any issues not already known and addressed in the normal running of the school.
Gender re-assignment	No adverse impacts have been identified.	Claremont School is an inclusive employer with standards based on tolerance and respect. No issues are likely to be presented different to any issues not already known and addressed in the normal running of the school.
Race	No adverse impacts have been identified.	Claremont School is an inclusive employer with standards based on tolerance and respect. No issues are likely to be presented different to any issues not already known and addressed in the normal running of the school.
Religion or belief	No adverse impacts have been identified.	Claremont School is an inclusive employer with standards based on tolerance and respect. No issues are presented at the current time different to any issues not already known and addressed in the normal running of the school.
Deprivation / socio-economic	No adverse impacts have been identified. Where transport to school is necessary this is provided by the student's 'home' local authority.	Staff are currently employed to work at either site. Ongoing monitoring and reporting will identify any deprivation/socio-economic related issues swiftly.
Homelessness	Not applicable.	Not applicable.
Refugees and asylum seekers	No adverse impacts have been identified.	Not applicable.
Carers	Not applicable for students at Claremont School – they require care, would not be giving care to others.	Ongoing monitoring and reporting will identify any caring related issues swiftly.

Step 4: So what?

4.1 How has the equality impact assessment informed or changed the proposal?
As detailed plans are developed for both temporary and new accommodation there will need to be scrutiny of designs and provision to ensure that necessary standards are met, and that provision is appropriate and sufficient.
4.2 What actions have been identified going forward?
As above. Ensure that those staff with any of the protected characteristics are fully consulted as proposals are developed.
4.3 How will the impact of your proposal and actions be measured moving forward?
Through staff feedback.

Head Teacher Sign-Off: <i>ERichards</i>	Chair of Governors Sign Off: <i>G Symonds</i>
Date: 22/7/2020	Date: 22/7/2020

DATED: 22nd July 2020

Appendix E – EqIA: Annex B - Equality Impact Assessment – Elmfield School for Deaf Children

Name of proposal	Elmfield School for Deaf Children - Redevelopment of both sites
Directorate and Service Area	Education-SEND
Name of Lead Officer	Head Teacher, Elmfield School,
Date	21 st July 2020

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?

- Project A: Minor refurbishment of Redland Green School (Claremont Secondary currently) to enable Elmfield School for Deaf Children Secondary pupils to move from Fairfield School to Redland Green School in the refurbished Claremont Special Secondary School building).
- Project B: Full refurbishment, demolition and new build at the Bristol Education Centre to meet the needs of Elmfield School for Deaf Children Early Years and Primary.

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?

Project A Claremont Secondary pupils and staff will be required to share their building with Elmfield pupils and staff initially, until their building is ready. All pupils are disabled and have EHCPs.

Elmfield are currently co-located with Fairfield, who have a Resource Base for 6 deaf/HI students being supported into mainstream full-time. EF staff are currently contracted to provide individual Teacher of The Deaf services depending on the EHCP requirements of each student. When Elmfield moves staff may not be able to continue this service. FF will ensure they can meet EHCP needs or suggest alternative arrangements, of course, but some challenges will be presented to the deaf children with new staff. (Most schools with HI units as special resource base are not co-located with special schools).

Although educationally separate, some HI pupils enjoy the company of the Deaf

school pupils at leisure time and the social benefits brought by the school being within the building. There is however, a peer group of deaf children in the Resource Base.

There will be some disruption due to the move, but the facilities at the new building will be massively beneficial to the students and staff due to: space provision in accordance with the recommendations of DfE Building Bulletin 104, an enhanced enrichment programme for greater inclusion of deaf young people into the mainstream, a single level, barrier-free building to support future wheelchair users and deaf pupils and staff experiencing physical difficulties.

Project B Elmfield Primary and Early Years

The move to the site of Upper Horfield Community Primary school is a short distance and commuting for staff and pupils will not be affected hugely. Some very local staff (approx 4) will need to get public transport as it will not be in walking distance. All pupils are transported in either by parents or local authorities so there will be minor wins and losses in travelling time.

Some Elmfield families (approx 15-20%) are deaf and within a protected characteristic themselves and some families and deaf staff actually went to Elmfield school on the WOT site. It will affect them as their part of their identity has been formed at the old site...some having been at school and at work there for 50 plus years. Careful involvement of them into the project will be important.

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

N/A

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

There will be a need to consult with several groups about this development.

Local Authority SEN Commissioners

Nationally, Special schools for deaf children are serving a high need/low incidence population by their nature. They exist where there is a population density covering several Local Authorities and can be reached with 60-75 minutes commuting. Elmfield is a small school that serves the wider ‘old Avon’ region and takes complex deaf sign -language using/needing pupils from Somerset, Wiltshire, Gloucester and South Wales too. Bristol uses the most places but it would be useful to consult with all these LAs as there will be some wins and losses in travelling time for pupils.

Other Students and families

Consulting the students, pupils and families of the new co-locating schools would be beneficial to share some of the impacts of sharing spaces with our schools. There could be some need of raising awareness of deafness and its language and culture and the impacts it has on children.

The Deaf adult community

This group will have a strong sense of the rich history of change since the 1800s

when the first deaf school was built in Bristol (1841) and it will be important to involve them in the new iteration of education of deaf children in the region. ‘Which school did you attend?’ by the members of the deaf community is the first question they ask when they meet each other!

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?

There is no evidence to suggest the final proposals for either Plan (Primary or Secondary) will have any potentially adverse impacts on the following groups:

- Age
- Disability- maybe some consideration to different services working with disabled groups
- Sex
- Sexual Orientation
- Pregnancy/ Maternity
- Gender reassignment
- Race
- Religion or Belief
- Marriage and Civil Partnership

There will also be inevitable disruption to the occupants and users of the school during school moves from the current buildings to the newly refurbished buildings. These impacts will be managed, planned and mitigated as far as is reasonably possible.

3.2 Can these impacts be mitigated or justified? If so, how?

Disability

It will be important to consult and share the plans with deaf organisations ie Bristol Family Centre, NDCS and National Deaf Child and Adolescent mental health service as well as the internal organisations such as Sensory Support and Visually Impaired service, SEN within Bristol CC.

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

Yes, there are significant opportunities to provide many positive impacts to more pupils with protected characteristics.

Moving to a better and more suitable environment will enable us to increase our offer of pupil places for children and young adults with deafness. Provision could be extended at both ends ie pre-school and post 16 to meet the needs of more families. There is a 2-4 years old nursery facility with wraparound childcare, within the Family Centre at Upper Horfield Community school and we would hope to be able to access this for families with deaf children. This would increase our offer and support

families with deaf children as we could support the facility with deaf expertise. It would be possible in the new buildings to increase the school offer in providing small cohorts for pupils with Speech and Language and Communication Needs and also a small nurture group for deaf pupils with emotional needs. Being able to better address the suitability and condition issues of the current buildings used for providing education to complex deaf pupils. The existing building in Westbury-on Trym site is deteriorating and requires significant investment. The building is 1960's era, and present challenges to the schools to provide SEND education due to the inefficient and poor climatic and environmental control, leaking flat roof and end of life boiler, radiators and pipework would present a problem to the LA if it finally breaks and cannot be repaired. With reference to the outline proposals (above), the works will provide modern, energy efficient facilities with enhanced integrated technologies, specifically designed and built to meet the needs of deaf children and young adults.

3.4 Can they be maximised? If so, how?

The Claremont building in co-location with Redland Green school site offers an opportunity to work both separately and together with the mainstream to the great benefit of both groups. A possibility to expand the provision for Deaf young people into 16-25 years would be possible with the space provided in the adapted Claremont building taking more space when they are rebuilt as part of this whole project.

The opportunities for more space, developing work experience, supported apprenticeships and internships will be possible with the new Secondary building

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?

Full consideration has been given for all groups with any plans.

4.2 What actions have been identified going forward?

Continuing checking and monitoring if any groups will be negatively affected throughout.

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

Regular monitoring and checking in with all groups and an open forum where concerns and issues can be raised.

DATED: 21st July 2020

Project Rainbow – Brislington Centre

Equality and Diversity Impact Assessment

The proposals do not discriminate on the basis of protected characteristics additional to Disability.

- Assessment of an individual's suitability will recognise and value any other additional protected characteristic they may identify with
- An application will not be refused solely on the grounds of any protected characteristic. It is recognised that suitability for this project is complex and will take into account skills, previous experience and capacity to benefit from the training
- Any additional practical requirements associated with further protected characteristics will be addressed on an individual basis e.g. access to medical support
- All recruits will be issued with a Handbook that outlines their rights and responsibilities and lists external support available from specialist agencies
- All recruits will have access to a key worker 24/7 and meet with them on a weekly basis to discuss progress and any changes in their personal circumstances
- Site security and internal security arrangements provide protection against discrimination of any type
- All staff have undertaken mandatory E&D training provided by the College which alerts them to their legal responsibilities under the Equality Act 2010.

City of Bristol College

5th March 2019

Eco Impact Checklist**Title of report:**

'Education Capital – Budget Allocation' - relating to the following capital projects:

1. Project Rainbow (Hawking House) – Independent Living facility (SEND)
2. Elmfield School for Deaf Children (SEND)
3. Claremont Special School redevelopment (SEND)
4. Temporary Secondary capacity – Year 7 bulge 22/23 (Mainstream)

Report author: Phil Lawrence MRICS, Senior Project Manager, for and on behalf of the Education Capital Team, Bristol City Council.

Anticipated date of key decision: Cabinet – 18th January 2022.

Summary of proposals:

1. Project Rainbow (Hawking House) – Independent Living facility (SEND)

Construction of a new Independent Living facility at the City of Bristol College Ashley Down Campus. The project is Phase 3 of Project Rainbow, an initiative to provide residential living accommodation for young SEND adults to learn independent living skills. The proposals will build on the success of the former phases of Project Rainbow at the Brislington Centre and increase the current offer by providing a further 12 bed spaces at the Ashley Down Campus.

The new building is proposed to be constructed on part of an existing car park and closely adjacent to the Listed Cabot House college building. The design intent is to create a contemporary intervention including timber cladding, to compliment, rather than encroach on the adjacent Listed building. The structural intent is to use CLT in lieu of concrete to reduce embedded carbon emissions. Although the contractual position for our D&B supply chain is to achieve BREEAM 'Very Good', the project will target BREEAM 'Excellent'.

The project is currently circa RIBA stage 3, Developed Design. Subject to governance and Planning approvals, the construction programme is circa Spring 2022 – Spring 2023.

2. Elmfield School for Deaf Children (SEND)

Refurbishment, demolition and new build at the Bristol Education Centre (BEC) in Upper Horfield, to provide a new school site for 48 Primary & Early year pupils for Elmfield school for Deaf Children. The proposals, coordinated with the adjacent Upper Horfield Community School, will provide a collated school site for both schools including a shared building entrance and facilities within.

In addition to a full internal refurbishment, the existing car parking area associated with the BEC will be landscaped to provide a high-quality area for play and outdoor learning. It is proposed to retain existing mature trees fronting the BEC onto Sheridan Road.

Although the contractual position for our D&B supply chain is to achieve BREEAM 'Very Good', the project will target BREEAM 'Excellent'.

The project is currently circa RIBA stage 4, Technical Design. Subject to governance and Planning approvals, the construction programme is circa Spring 2022 – Spring 2023.

3. Claremont Special School redevelopment (SEND)

Full development of the Claremont School site in Henleaze, with works including demolition, refurbishment and new build. Primary & Post-16 pupils are taught at Claremont School in Henleaze with Secondary pupils currently located within an independent area of the Redland Green School site. The proposed redevelopment on the Henleaze site provides an opportunity to rationalise the estate for Claremont to enable all pupils to be accommodated on one site.

In addition to the huge benefits of co-locating all Key Stages onto the one site, crucially, the development proposals at the Henleaze site will address the unsuitability of the buildings considering the specialist needs of the pupils and services the school provides. The existing buildings are also in a poor and deteriorating condition being costly and inefficient to run and maintain.

Although the contractual position for our D&B supply chain is to achieve BREEAM 'Very Good', the project will target BREEAM 'Excellent'.

The project is currently circa RIBA stage 3, Developed Design. The programme of construction works is subject to governance, Planning approvals and timing of funding availability. With the added complexity of providing decamp accommodation for the very specialist needs, a couple of options are currently being considered for decamp into an existing (& purposely refurbished building) or using modular accommodation. For either option, specialist fit-out will be required. The current market volatility is also a consideration for the programme of the redevelopment with options to complete the development in 2024 or 2025.

4. Temporary Secondary capacity – Year 7 bulge 22/23 (Mainstream)

Due to the delay of the delivery of the DfE Free Schools Programme for two secondary schools; one located near to the Enterprise Zone and the other in the South of the city, there will be an insufficiency of mainstream Secondary places from 22/23. In response to these delays, the Council is working with existing Secondary Schools to identify proposed interventions to provide sufficient pupil places.

High level feasibility stage options have been identified at six Secondary schools with early discussions currently in progress. Due to the timescales and available programme to deliver construction works, the range of selected options are likely

to be relatively minor in nature.

Five of the six schools are of modern / recent construction (circa no older than 15 years old). Options will typically comprise of internal refurbishment & remodelling of spaces plus potential for additional external covered dining spaces.

The project is currently circa RIBA stage 1, Preparation & Brief. Subject to governance and any required Planning approvals, the construction works will likely be programmed during the school vacation(s) for completion by 1st September 2022.

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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	<p>Works will involve demolition, refurbishment and new build of aging and deteriorating building stock.</p> <p>Some of the existing buildings to be demolished are of inefficient 1960's construction.</p> <p>One of the buildings to be refurbished is Victorian (est. construction, mid C19th).</p> <p>Although there will be a net increase in building area due to the increase in student provision, the new and refurbished buildings will be designed to current standards with a fabric first approach.</p>	<p>Design to meet current standards, including Approved Documents parts L1A, L2A and L2B.</p> <p>The buildings will be designed to target BREEAM 2018 'Very Good' or above.</p> <p>The heating / cooling strategy and associated infrastructure will be aligned with the heating and cooling hierarchy in the BCC Core Strategy and BCC Climate Change and Sustainability Practice Note, December 2012. Consideration should be made to avoid using fossil fuels directly for heating provision.</p> <p>Renewables will be provided in accordance with BCC BCS14 of the Core Strategy, for a 20% reduction in emissions through the use of renewables.</p>

			Travel to sites may increase as schools are built.	<p>Consider sustainable transport provision including cycle storage facilities.</p> <p>Although the contractual position for our D&B supply chain is to achieve BREEAM 'Very Good', the project will target BREEAM 'Excellent' .</p>
Bristol's resilience to the effects of climate change?	Yes	+ve	As above.	<p>As above.</p> <p>Project Rainbow Heat risk – not prone to hot spots, but always warmer than the allotment area on the other side of Ashley Down Road. Flood risk – no river or surface run-off flood risk zones.</p> <p>Elmfield School for Deaf Children at Bristol Education Centre Heat risk – hot spots sometimes develop over part of this site. Flood risk – no river or surface run-off flood risk zones.</p> <p>Claremont School Heat risk – hot spots occasionally develop over part of this site. Flood risk – no river or surface run-off flood risk zones.</p>
Consumption of non-renewable resources?	Yes	-ve	To provide new and refurbished buildings, the proposals will require the use of building materials. There is potential for some building	<p>The Zero Waste Hierarchy will be adopted to Reduce, Reuse & Recycle from design through to construction.</p> <p>Materials will be selected</p>

			materials to be from non-renewable resources.	with consideration to the BRE Green Guide Material rating, with A+ products and materials to be targeted for selection as far as possible.
Production, recycling or disposal of waste	Yes	-ve	The proposals will generate construction waste.	<p>For the new build and refurbishment specification, the Zero Waste Hierarchy and BRE Green Guide will be adopted – ref above.</p> <p>For the demolition of existing buildings, where safe and appropriate to do so, materials may be recycled or re-used on site (e.g. concrete hard core and rubble arisings). A waste management plan will be created to ensure all waste is disposed of legally and responsibly.</p>
The appearance of the city?	Yes	+ve	<p>The existing buildings are a mix of Victorian, 1960's and post-1960's extensions, all in deteriorating condition.</p> <p>The proposals are for the demolition of the 1960's buildings and post-1960's extensions. The proposals are to retain and refurbish the Victorian buildings.</p>	<p>The Victorian buildings will be retained, internally refurbished and externally repaired.</p> <p>The new buildings will be of modern design and designed to suit the respective adjacent urban environment.</p> <p>External hard and soft landscaping will be designed to provide both enhanced place-making and more suitable external areas.</p> <p>The buildings will be constructed to current modern standards.</p>
Pollution to land, water, or	Yes	-ve	Potential pollution	All demolition works will

<p>air?</p>			<p>risks, notably during demolition works will be robustly managed.</p> <p>Dust pollution</p> <p>Noise pollution during all demolition / construction activities.</p>	<p>be carried out under strict regulations with control measures in place for specialised and licenced contractors to mitigate harm to human health and the environment.</p> <p>Demolition will also require a Demolition Notice with associated control measures. Dust pollution is strictly controlled by various regulations and will be managed and controlled accordingly.</p> <p>Noise pollution during all construction activities will be managed with the neighbours through registering the sites with the Considerate Construction Scheme (CCS) and controlling working hours.</p>
<p>Wildlife and habitats?</p>	<p>Yes</p>	<p>-ve and +ve</p>	<p>Potential for disturbance to existing wildlife and habitats.</p> <p>Potential for ecological betterment and overall net biodiversity gains for the development at each site.</p>	<p>Specialist surveys (arboricultural, Phase ecological surveys etc.) plus additional surveys as may be highlighted within the commissioned reports (bats surveys etc.) will be commissioned at early design stage.</p> <p>The developments should comply with National Planning Policy Framework (2019) to minimise impacts on and provide net gains for biodiversity. In addition all works will consider the Ecological</p>

				Emergency plan, officers could consult with Ecological Emergency Officer to look at ways to encourage net gains around ecology.
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Consulted with: *Environmental Programme Manager (Energy).*

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

The significant impacts of this proposal are the provision of modern, energy efficient buildings that are specifically designed to meet the needs of the SEND and Mainstream schools.

The proposals include the following measures to mitigate the impacts:

- Buildings designed to current energy efficient building standards, to also meet BCC Core Strategy and Climate Change Practice Notes, including use of 20% renewables.
- Zero Waste Hierarchy for construction materials, including material selection with consideration to the BRE Green Guide, targeting A+ materials as far as possible.
- Modern building designs to suit the urban environment with enhanced place-making for hard and soft landscaping.
- Competent and experienced design teams and contractors to be commissioned to deliver the project to ensure robust control measures are in place to manage SHE regulations and control pollution.
- Construction sites to be registered with the Considerate Constructors Scheme to ensure an independent audit to of best working practices within urban settings.
- Commission of specialist ecological surveys, plus any further specialist surveys early in the design phase to identify ecological habitat, also complying with National Planning Policy Framework (2019) to minimise impacts on and provide net gains for biodiversity.

The project will keep in mind the council Climate and Ecological emergency declarations and strive to operate in line with these key goals and aims.

The net effects of the proposals are positive. The project will involve the demolition of aging, inefficient and deteriorating building stock (1960's onwards), with the construction of new energy efficient buildings, internal refurbishment and external repair to retained buildings. The impacts on the environment and biodiversity will be considered from the outset of the design throughout the project, with significant betterment readily achievable in all areas.

Checklist completed by:

Name:	Phil Lawrence MRICS, For and on behalf of BCC
Dept.:	Education Capital Team
Extension:	07881 037801
Date:	4 th November 2021

Verified by:

*Nicola Hares – Environmental Project
Manager
3rd December 2021*

Bristol City Council
Education Capital Team
4th November 2021

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 18 January 2022

TITLE	Adult Social Care In-House Rehabilitation Service Review		
Ward(s)	All wards		
Author: Stephen Beet	Job title: Director – Adult Social Care		
Cabinet lead: Helen Holland, Cabinet Member Adult Social Care and Integrated Care System	Executive Director lead: Hugh Evans, Executive Director - People		
Proposal origin: City Partner			
Decision maker: Cabinet Member Decision forum: Cabinet			
Purpose of Report:			
<ol style="list-style-type: none"> 1. For Cabinet to approve the proposals outlined for the Council’s adult social care in-house rehabilitation service, entailing the closure of the South Bristol Rehab Centre and transfer of service delivery and associated staff group to the community health partner Sirona. 			
Evidence Base:			
<ol style="list-style-type: none"> 1. Rehabilitation care and support services are not typically a function of local authorities. Partners across the health and care system are more appropriately equipped to provide rehabilitation care and support. There is agreement across the health and social care system that Sirona Care and Health, the BNSSG community health services provider, is best placed with the necessary skills and facilities to deliver this service. 2. In May 2021, Sirona Care and Health assumed control of 60 beds at the South Bristol Community Hospital, creating additional system wide capacity for the delivery of rehabilitation services. Sirona is already commissioned and funded by the CCG to deliver a full rehabilitation service from this site, and the closure of South Bristol Rehab Centre and transfer of the Council’s rehab workforce would provide the workforce to enable Sirona to fully open all beds in the community hospital facility. (Currently only 45 beds are in use). This would ensure no overall reduction in rehab beds in the city. 3. The South Bristol rehab centre is no longer suitable accommodation; needs of service users have changed and the current accommodation cannot meet requirements. 4. Sirona Care and Health have agreed with the Council to transfer rehab staff. This provides continuity of employment for the staff group at a nearby site in South Bristol, and TUPE regulations will ensure that staff terms and conditions are protected. The transfer may offer broader career development opportunities within the health sector for some staff. There will also be redeployment opportunities within the Council for any non-care staff who will not be part of the TUPE process. 			
Cabinet Member / Officer Recommendations:			
That Cabinet:			
<ol style="list-style-type: none"> 1. Approves the proposal for the Council to close the South Bristol Rehab Centre and to transfer rehabilitation service delivery to the community health partner Sirona Care and Health. 2. Authorises the Executive Director: People, in conjunction with the Cabinet Member for Adult Social Care and Integrated Care System, to take all steps required to transfer the service to the community health partner Sirona Care and Health from April 2022. 			
Corporate Strategy alignment:			
<ol style="list-style-type: none"> 1. Supports ‘Empowering and Caring’ corporate theme 			

City Benefits:

1. The proposal for an enhanced rehab service delivered from fit-for-purpose accommodation will improve outcomes for citizens, by maximising people's independence to enable them to return home.
2. The proposal for the community health partner Sirona to deliver the service from South Bristol Community Hospital will enable a seamless transition of services from hospital discharge and for the community hospital to be used for its intended purpose
3. The proposal to transfer Council staff to Sirona ensures the retention of a skilled workforce in a system that has ongoing challenges with recruitment and retention. It may also offer broader career development opportunities within the health sector for some individuals.

Consultation Details:

1. Consultation with NHS partners (Sirona, CCG) has taken place and will be ongoing during the transition. It will be referred to a formal NHS governance meeting following a Cabinet decision.
2. Staff and union consultation will take place as part of implementation if proposal is approved by Cabinet
3. A full joint consultation, in line with TUPE Regulations, with staff and their representatives will take place throughout the process, if the proposal is approved by Cabinet.

Background Documents: N/a

Revenue Cost	£50k (estimate)	Source of Revenue Funding	ASC Transformation funding (approved as part of Change Services Portfolio funding)
Capital Cost	£ N/A	Source of Capital Funding	N/A
One off cost <input checked="" type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input checked="" type="checkbox"/>	Income generation proposal <input type="checkbox"/>

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

1. Finance Advice: This report seeks approval to close the South Bristol Rehab Centre and to transfer the service to the community health partner Sirona. It is understood that this is considered to be a TUPE transfer and that the majority of the staff group will transfer to Sirona. On this basis it is assumed that there will be limited transitional costs associated with the change, as staff will transfer, with a small number being potential deployed and any severance costs will be minimal (c.£50,000). This cost will need to be funded from the services revenue budget.

The Rehab Centre's revenue budgets (general fund) will be released by the transfer and it is estimated that a potential saving of c.£500,000 will be realised. This will contribute to the Council's savings proposals which will be brought forward to Council in February 2022.

The Rehab Centre building will continue to be used by other staff groups and associated running costs relating to this use, will therefore continue. The Council may wish to review how the building is utilised in the future, which may lead to further efficiencies or opportunities for change.

Finance Business Partner: Denise Hunt, 6th January 2022

2. Legal Advice: The Council's view is that the Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE") will apply to the transfer of rehabilitation staff from the Council to Sirona. Appropriate consultation should take place with affected staff prior to the transfer taking place and the Council's Managing Change Policy should be followed for those employees who will not transfer under TUPE.

Legal Team Leader: Husinara Jones, Team Leader/Solicitor 5 January 2022

3. Implications on IT: IT will carry out necessary activities in line with TUPE activities, this could include marking colleagues TUPE'ing out of the organisation as leavers, supporting migration of any data etc.

IT Team Leader: Gavin Arbuckle – Head of Service Improvement and Performance, 7th January 2022

4. HR Advice: The report is proposing to close the South Bristol Rehab Centre, which will have a significant impact on Bristol City Council employees and their employment. The employees will transfer to the new employer under the TUPE Regulations. There

will be a full and joint consultation with employees, their representatives, and the new employer. We will ensure all our internal policies and procedures are implemented in order to reassure employees. It is essential to keep these employees in the health and social care system as there is such a skills shortage currently.

HR Partner: Lorna Laing, HR Business Partner, 1st November 2021

EDM Sign-off	People EDM	10/01/22
Cabinet Member sign-off	Councillor Helen Holland	10/01/22
For Key Decisions - Mayor's Office sign-off	Mayor's Office	7/01/22

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

APPENDIX A: Further Information to Support Review of Rehabilitation Service

Service overview

Bristol City Council currently operates a rehabilitation service from two centres in the city – South Bristol Rehabilitation Centre and East Bristol Rehabilitation Centre – which provides:

- Short term intermediate care service aiming to maximise people’s independence before they return home.
- Short term stays, primarily for older adults who have suffered a physical injury or long-term illness.
- 33 beds split across the two Rehab Centres.

Both buildings offer a Care Quality Commission rated ‘Good’ service and anecdotal feedback from users and staff suggest service is high quality.

Rehabilitation Centres are a legacy service for the Council and are not typically provided by local authorities, due to the fact that other Health system partners may have more appropriate skills and capabilities to enable them to deliver the service. Currently, the Council delivers the service in partnership with the community health partner Sirona Care & Health (they provide all therapy services), as the Council does not directly employ clinical staff. Sirona were awarded the contract to deliver community health services in the region on behalf of the Clinical Commissioning Group following a successful tender process in 2019.

Service Budget:

- The total (net) budget for the Rehab Centres for 21/22 is £1.04m (£557k South, £480k East)
- The Council funds staffing in the centres, but also receives income from the CCG via the Better Care Fund for the delivery of Rehab beds at both centres.
- Unit costs for the South Centre: £536 p/w
- Unit costs for the East Centre: £508 p/w. Limited benchmarking data is available to enable direct comparison of these costs to other providers.

The Council has undertaken a recent review of the rehabilitation service (supported by independent consultancy firm Mutual Ventures) following increasing evidence that the current arrangements may no longer be the most appropriate and effective way of meeting service users’ rehabilitation needs and following a direct request from NHS partners. The reasons for this are set out below.

Case for Change

Partners across the system are more appropriately equipped to provide rehabilitation care and support

- Rehabilitation services are not typically a function of local authorities (BCC previously TUPE’d its community Rehabilitation staff to the previous community health services provider: Bristol Community Health)
- Therapy and Nursing input is already provided by Sirona Care and Health. Sirona therapists set the therapy goals and the subsequent care plan (which includes social care goals) is then carried out daily/weekly by the BCC staff. Any nursing needs required by the service user (e.g. insulin, dressings, etc.) are provided by the centre nurses employed by Sirona (with a recharge in place to contribute to their salaries).
- In May 2021 Sirona assumed control of 60 beds at the South Bristol Community Hospital which created additional system wide capacity for the delivery of rehabilitation services. NHS and social care leaders have specified the need for Sirona to fully open beds on the rehabilitation ward as soon as possible to help manage overall system pressures. There is already contract provision and funding in place to operate these beds, but currently insufficient available workforce is limiting the number that are available for use.

- Providing rehab beds in South Bristol Community Hospital would support a seamless transition of services from hospital discharge

South Bristol Rehabilitation Centre is not an appropriate site for delivering high quality rehabilitation services

- South Bristol Rehabilitation Centre is a 1960s building and no longer fit for purpose. When the service was first established in 1999 it was part of an innovative collaboration providing intermediate care (one of the first in the country). Since then, the needs of service users have significantly changed and increased.
- Rooms. Sizes are variable despite some work undertaken to increase availability of larger rooms able to accommodate the necessary equipment (e.g. hospital beds, hoists). None of the rooms have en-suite facilities.
- Accommodation is located on the top two floors of the building which causes problems.
- The lift is not suitable for anyone who requires to be moved using a stretcher.
- Although these are not new issues, COVID-19 requirements have exacerbated the situation (e.g. isolation, use of commodes).
- Bed occupancy is between 60%-70%. With South Bristol Community Hospital now being managed by Sirona as an in-patient Rehabilitation unit, there is scope to increase the number of available beds in the system.

Role of East Bristol Rehabilitation Centre

- Although the East Bristol Centre does not have same structural issues with the estate, it is the long-term view that the Council should no longer provide rehab services from this site.
- There are potential alternative uses for this site which would be of significant benefit to the broader health and social care system, including supporting hospital admission avoidance, providing step down facilities etc.
- However, whilst this is the preferred future direction, it would need further consideration and development in partnership with NHS colleagues before any specific developments are proposed.

Opportunity to retain and develop a skilled workforce in the system

- Under TUPE the rehab staff at South Bristol Rehab Centre would transfer to Sirona without significant negative impact *. Sirona is keen to employ Council staff and has appropriate vacancies; Sirona colleagues have expressed an opportunity to use the Council's skilled workforce to further develop culture and practice in their rehabilitation service at the hospital. It will also enable Sirona to develop the hospital as a true community resource, which has not been possible in recent years when it has been used for different purposes.
- Sirona has an alternative working location (South Bristol Community Hospital) near the current site, to minimise disruption for staff
- This transfer may also offer broader career development opportunities within the health sector for some staff.
- There will also be redeployment opportunities for any non-care staff who will not be part of the TUPE process – this will be managed internally by the Council.

**This is considered in detail in the Equalities Impact Assessment*

Financial Benefits

- Transferring staff to Sirona will result in financial savings of approximately £500k to the Council's adult social care service, which is important in the context of ongoing budget pressures.
- There may also be future opportunities to find an alternative use for the South Bristol Centre, which could bring efficiencies or income.

Commissioning and Health and Social Care System Perspective

- Bristol's 'Discharge to Assess' pathways are predominantly funded by BNSSG CCG. National policy and guidance stipulate the required operating model for all NHS Trusts, community interest companies, and private care providers of NHS-commissioned acute, community beds, community health services and social care staff in England.¹
- The Discharge to Assess model has been transformed over the past three years, in partnership with the CCG, to improve the timely discharge of citizens out of hospital to the most appropriate service that supports their independence and outcomes.
- Bristol's South Rehab Centre predominantly supports older citizens with primary support needs related to their physical frailty.
- At present the South Bristol Rehabilitation Centre contribute towards Bristol's 'pathway 2' capacity. For reasons stated above, the building is no longer fit for purpose.
- BNSSG CCG rehab bed modelling provides evidence that South Bristol Community Hospital sufficiently meets projected demand. This modelling demonstrates that the closure of Bristol City Council's South Rehab Centre would not have a negative impact on the overall capacity within the pathway model. The capacity lost from the South Rehab Centre would be absorbed and better met at South Bristol Community Hospital facilities, which are better equipped to meet the needs of service users.
- Previously BNSSG CCG has commissioned external providers to provide rehabilitation to add capacity to the pathway. These arrangements have ceased, and the current strategic direction of travel is to keep the pathway 2 provision within CCG and Sirona control.
- It is important to note that there is sustained pressure on the wider health and social care system due to COVID-19 and seasonal pressures, which is anticipated to be particularly challenging. It will be critical that there is no reduction in the number of available rehab beds during any service transition, and detailed joint implementation plans will be required to manage this risk.

1.1 Scope

Although this paper refers to South and East Bristol Rehab Centres, the options appraisal and immediate proposed changes only refer to **South Bristol Rehab Centre**.

Due to the availability of alternative beds at South Bristol Community Hospital, the support from Sirona to transfer Council rehab staff to their employment at this site and the redeployment opportunities available for non-care staff who will not be part of the TUPE process, it is possible to mitigate any negative impact of closing the South centre.

It should also be noted that this proposal only refers to the rehabilitation service, which occupies the top two floors of the building. There are other teams based on the ground floor of the same building who are not within the scope of this proposal.

Out of scope

- Other in-house services – Reablement, Concord Lodge, Redfield Lodge, Bristol Community Links centres
- Other rehabilitation services across the health system (e.g. provided by community health partner Sirona)
- Office-based teams working out of the ground floor of South Bristol Rehabilitation Centre

1.2 SMART Objectives

In considering options for the preferred approach to delivering rehabilitation services, the following objectives need to be met:

¹ [Hospital discharge and community support: policy and operating model - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/policies/hospital-discharge-and-community-support)

- To provide an effective and efficient rehabilitation service that offers the best possible outcomes for citizens
- To provide fit-for-purpose accommodation for a rehabilitation service
- To enhance partnership working and integration with NHS partners
- To meet the required demand for this service and provide a seamless transition of services from hospital discharge
- To retain valued skillset in the workforce within the broader system
- Minimise additional costs to the Council and consider any opportunity for financial savings to address ongoing service budget pressures

These proposed objectives have informed the consideration of options set out below.

2. Options Appraisal Summary

The options below refer to South Bristol Rehab Centre.

Option summary – Options for the future of South Bristol Rehab Centre

1. **Do nothing.** Maintain the status quo
2. **Close South Bristol Rehab Centre; transfer rehab staff to Sirona.** This would mean closing all rehabilitation beds at the South Bristol Rehab Centre (in a managed, phased way over an appropriate timescale) and Sirona re-providing them at the South Bristol Community Hospital. BCC staff in relevant roles would transfer to Sirona. There will also be redeployment opportunities for any non-care staff who will not be part of the TUPE process.
3. **Close South Bristol Rehab Centre and consider redeployment/redundancy options for staff.** This would mean closing all rehabilitation beds at the South Bristol Rehab Centre (in a managed, phased way over an appropriate timescale) and considering internal BCC options for staff currently in the service. This would include considering redeployment or redundancy options.

OPTION EVALUATION MATRIX		PROS summary (will achieve outcomes/objectives/prioritisation criteria?)				CONS summary		Net Annual Ongoing £'000s <small>*If the net figure represents a cost, remove the brackets to indicate that this is a cost rather than a benefit</small>			
Preferred option	Option title	To meet the required demand for this service and provide a seamless transition of services from hospital discharge	To provide fit-for-purpose accommodation for a rehabilitation service	To retain valued skillset in the workforce within the broader system	Minimise additional costs to the Council and consider any opportunity for financial savings	Risk level	Total New Costs £'000s	22/23	Ongoing costs	Confidence level (%)	Equalities Impact
<input type="checkbox"/>	1 Do Nothing	Partial	N	Y	N	M	£'000	£576K	£576K	75%	Neutral
<input checked="" type="checkbox"/>	2 Close South Bristol Rehab Centre, transfer rehab staff to Sirona	Y	Y	Y	Y	L	£50k	(£526K)	(£576K)	75%	Neutral
<input type="checkbox"/>	3 Close South Bristol Rehab Centre and consider redeployment/redundancy options for staff	N	Y	N	N	M	£740k max costs	(£TBC)	(£576K)	25%	Negative

3. Preferred Option(s)

PRIMARY Preferred Option
<p>Close South Bristol Rehab Centre, transfer staff to Sirona – this would mean closing all rehabilitation beds at the South Bristol Rehab Centre (in a managed, phased way over an appropriate timescale) and Sirona re-providing them at the South Bristol Community Hospital. BCC staff in relevant roles would TUPE to Sirona.</p> <p>This option is endorsed by Sirona and meets all the required outcomes set out in the options appraisal.</p>
Confidence level in savings delivery and justification
<p>There is good confidence in delivering revenue budget savings as a result of this proposal; although the proposal will be subject to a full consultation, there are a number of reasons why it is likely to be progressed.</p> <ul style="list-style-type: none"> • Both the Council and NHS partners endorse this proposal as the best option for providing a high quality rehab service • The transfer of rehab staff will ensure that qualified workforce is retained in the broader health and care system, without adverse impact for the staff group in question • There is no expected adverse impact on the number of rehab beds available in the system, as there are sufficient beds available at the South Bristol Community Hospital <p>It should be possible to deliver the change for the start of the 2022/23 financial year, therefore achieving a full year saving.</p>
Risk profile of option
<p>Overall risk level: Low</p> <p>Key risks associated with option:</p> <ul style="list-style-type: none"> • Sirona fills all vacancies before consultation and transition plan is implemented – unlikely given current difficulties in recruiting to roles • There is a negative response to the consultation from staff and unions which threatens proceeding with the preferred option – consideration to be given to how service can mitigate any potential negative impact ahead of consultation, including completing Equalities Impact Assessment. Appropriate amount of time allowed for consultation to ensure that staff and unions have full opportunity to discuss any concerns. • There is pushback at a system level in relation to the removal of 17 P2 beds from the system – requires ongoing discussion with NHS partners to ensure that this risk is considered and that the new capacity that will be made available at South Bristol Community Hospital can mitigate the planned closure.
Contingency options to mitigate risks and raise confidence level
<ul style="list-style-type: none"> - Work jointly with Sirona to manage staff concerns and questions about the proposed transfer, involving them from the initial staff briefing

<ul style="list-style-type: none"> - Completion of Equalities Impact Assessment, with any identified actions incorporated in to proposed changes - Full staff and trade union consultation to take place following Cabinet approval - Ongoing discussions with health partners to manage transition and any potential impact on service at a system level
Any residual shortfall against committed savings?
N/A
Key milestones for delivering the change
<ul style="list-style-type: none"> - Staff and union consultation period - Start and end dates for a managed close of the South Bristol Rehab Centre beds - Milestones associated with the staff transfer
Lessons Learned from similar projects/initiatives
The Service Managers have previously led a similar exercise for the closure of the North Bristol Centre. Lessons have been learned from this in relation to both the staff consultation and managed / phased closure, and will be applied to this transfer.

4. Resource(s) required to progress to the next stage

A full transition plan will be required if the proposal is approved, to cover the staff and trade union consultation, staff transfer and managed closure of the South Bristol Rehab Centre to service users. This will need input from the following resources:

- Head of Service / Operations Manager for In-House services
- HR support for staff consultation and TUPE transfer
- Legal support for TUPE transfer
- Finance support to agree revenue budget savings and re-investment of any Better Care Funding (as agreed with partners to ensure benefit to wider health system)
- Project management support

This work will need to be undertaken jointly with Sirona, and a working group will be established to progress the service transition.



Title: Review of the Rehabilitation Service	
<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: Stephen Beet
Service Area: Adult Social Care	Lead Officer role: Director of ASC

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 City Council currently operates a rehabilitation service from two centres in the city – South Bristol Rehabilitation Centre and East Bristol Rehabilitation Centre. Earlier this year, a review of the Council’s rehabilitation service was carried out by independent consultants (Mutual Ventures). This review was commissioned as a result of feedback from two sources:

- Anecdotal evidence from staff and managers from the service who recognised the limitations of the current accommodation, and the adverse impact this was causing on service delivery and service user experience
- Direct feedback from health partners that the current South Bristol Rehab Centre facility was limiting the number of rehab beds that were available for use (typically occupancy levels are at about 60-70% in the South Bristol Rehab Centre) and a request to consider options for increasing this

The review concluded that the current arrangements for delivering the rehabilitation service may no longer be the most appropriate and effective way of meeting service users’ rehabilitation needs. There are aspects of the service that need improving and they are having an adverse impact on service delivery. Options have therefore been considered for how the service should be delivered in the future, that can meet the following outcomes:

- To provide an effective and efficient rehabilitation service that offers the best possible outcomes for citizens
- To provide accommodation that enables service delivery

We want a rehab service that meets the following objectives:

- To enhance partnership working and integration with Health partners
- To meet the required demand for this service and provide a seamless transition of services from hospital discharge
- To retain valued skillset in the workforce within the broader system

- To minimise additional costs to the Council and consider any opportunity for financial savings to address ongoing service budget pressures.

The proposal:

Following an options appraisal (based on the Council's agreed methodology), the preferred approach is:

- That the Council stops direct delivery of a rehabilitation service from the South Bristol Rehab centre.
- That the Council considers East Bristol Rehab Centre for alternative use.
- Delivery of the service in the south of the city would be provided instead by the community health partner Sirona and the rehab staff working at the South Bristol Rehab Centre would be transferred to their employment under a TUPE transfer.

This EQIA considers the first aspect of the proposal: the ceasing of the directly delivered rehabilitation service from the South Bristol Rehab Centre.

We have worked with partners across the health and social care system and come to the above proposal based on the following rationale:

Partners across the system are more appropriately equipped to provide rehabilitation care and support

- Partners across the system are more appropriately equipped to provide rehabilitation care and support – there is agreement across the health and social care system that the Community Health provider has the skills and facilities to deliver this service (which is not typically a function of local authorities). Currently, the Council delivers the service in partnership with the community health partner Sirona Care and Health (they already provide all therapy services), as the Council does not directly employ clinical staff.
- Rehabilitation services are not usually provided by local authorities but by NHS partners. We will therefore be following best practice as practiced nationwide.
- Sirona Care and Health was awarded a contract as the single community healthcare provider for Bristol, North Somerset and South Gloucestershire (BNSSG) after a tender exercise by the Clinical Commissioning Group (CCG) undertaken in 2019.
- In May 2021 Sirona assumed control of the South Bristol Community Hospital, which, with the closure of the South Bristol rehab centre, is where the rehab service be based if the proposal is approved.
- NHS and social care leaders have specified the need for Sirona to fully open beds on the rehabilitation ward as soon as possible to help manage overall system pressures. There is already contract provision and funding in place to operate these beds, but currently insufficient available workforce is limiting the number that are available for use. The closure of South Bristol Rehab Centre and transfer of workforce would enable Sirona to fully open all beds (which is not currently possible), thus ensuring no overall reduction in rehab beds in the city
- We believe that Sirona is better equipped to provide the rehabilitation service as part of their offering to provide integrated health services to adults and children across BNSSG. They scored highest through the CCG tendering process, and the BNSSG CCG website states 'Sirona Care & Health will build on existing support by introducing smarter ways for health professionals to work, and joining care up more effectively around people's needs – involving general practices, the voluntary sector and social services' [See website here](#).
- BNSSG CCG rehab bed modelling provides evidence that South Bristol Community Hospital sufficiently meets expected demand. This modelling demonstrates that the closure of Bristol City Council's South Rehab Centre would not have a negative impact on the overall capacity within the pathway model. The capacity lost from the South Rehab Centre would be absorbed and better met at South Bristol Community Hospital facilities, which are better equipped to meet the needs of service users (outlined below).

Accommodation:

- South Bristol Rehabilitation Centre is a 1960s building and no longer fit for purpose. When the service was first established in 1999 it was an innovative collaboration to deliver intermediate care (one of the first in the country). Since then, the needs of service users have significantly changed and increased.
- Rooms. Sizes are variable despite some work undertaken to increase availability of larger rooms able to accommodate the necessary equipment e.g. hospital beds, hoists. None of the rooms have en-suite facilities.
- Accommodation is located on the top two floors of the building which causes problems.
- The lift is not suitable for anyone who needs to be moved using a stretcher.
- Although these are not new issues, Covid requirements have exacerbated the situation e.g. isolation, use of commodes.
- Bed occupancy is between 60%-70%. With South Bristol Community Hospital now being managed by Sirona as an in-patient Rehabilitation unit, it is expected that occupancy will decrease further as they increase the number of beds there.
- Moving the rehab services to the South Bristol Community Hospital will mean the current centre will become vacant on the top two floors (lower floors are dedicated to office space). This means there is an opportunity to explore other potential use of the space within the Council or community partners.

There are potential alternative uses for the East Bristol site which would be of significant benefit to the broader health and social care system, including supporting hospital admissions avoidance, providing step down facilities etc. The detail of such changes would need further consideration and development in partnership with NHS colleagues, and outside the scope of this report. These will be further examined and a separate business case and EQIA will be developed for the proposals.

Transition Planning:

- Should the proposal be approved, it will be critical to work closely with Sirona on joint transition planning. Due to the short-term nature of rehabilitation support (up to six weeks), no one will be transferred from the current centre to South Bristol Community Hospital. Instead, there will be a managed transition process that gradually reduces capacity in the current south centre and fills beds in South Bristol Community Hospital after an agreed transition date.

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 checked="" type="checkbox"/> City partners / Stakeholder organisations	

Additional comments:

There are three groups who are likely to be affected by this change:

- Bristol City Council rehab service staff
- Service users, and their carers / families
- Community health partner Sirona as they will be taking on the service delivery role

We have considered the effect on these different groups based on the following factors:

- Access
- Outcomes
- Experience / Satisfaction

Bristol City Council rehab service staff

- **Access:**
 - We will need to work with Sirona to ensure that the needs of staff with any access requirements are met, and that they feel comfortable within the new working environment.
 - The new site (South Bristol Community Hospital) is very close to the current South Bristol Rehabilitation centre (approx. 1 mile). There are better transport links, a bus stop very close by, as well as parking facilities at the hospital

- **Outcomes:**
 - If the proposal is approved, staff members will be TUPE transferred to Sirona to become part of their workforce. Sirona is a community interest organisation that works with social value at its heart, and staff members should benefit from career development and progression opportunities. Staff members will also be working in a newer site that is more fit for purpose and better equipped to provide rehabilitation services.
- **Experience / satisfaction –**
 - There may be an impact on staff members' job satisfaction initially as they adjust to working with a new employer and work within new teams. It should be noted that the SBRC workforce predominantly comprises older colleagues, and the effect of the transfer may be significant for those who have worked for BCC a long time. We recognise the impact that large change can have on people and need to ensure that staff have the right level of support throughout the transition. Staff members will have the opportunity to voice concerns as we will go through a formal joint consultation process post-cabinet approval. This EQIA will then be updated to represent issues raised and identify how we will address any concerns.

Service users, and their carers / families

- **Access:**
 - Service users will benefit from a newer building that is better equipped, with more appropriate facilities such as larger rooms that can accommodate the necessary equipment, larger lifts etc.
 - There will be an increase in the number of available beds for citizens to access
 - The new site is very close to the current site, easily accessible by public transport and car
- **Outcomes:**
 - Sirona was chosen through the CCG tendering process as the best organisation to be the single community health provider for BNSSG and are already delivering therapy elements of the service in partnership with the Council. We therefore expect that the level of service delivery will be sustained, and service users will continue to experience good outcomes from the rehabilitation service
 - Ceasing to provide this service as a Local Authority and transitioning to delivery from a health partner brings BCC in line with national good practice
 - Improved facilities at the hospital should support better outcomes for individuals receiving the service
- **Experience / satisfaction:**
 - The transition from provision of the service from South Bristol Rehab Centre to South Bristol Community Hospital should be seamless and therefore have no negative impact on the experience of our service users and their families. Sirona already provides a rehabilitation service at South Bristol Community Hospital (SBCH), so this service will be an extension of their current provision. No one will be transferred from the current centre to South Bristol Community Hospital - this is because the rehab service offers short-term support for up to six weeks, which will enable a managed transition process that gradually reduces capacity in the current South Bristol Rehab Centre and makes any new placements at SBCH.
 - Families and carers will hopefully feel more confident in the service that is being provided, with the patient being in a newer and better equipped facility.

Community health partner Sirona

- **Access**
 - Sirona will be continuing to operate the same service from the same site, their workforce will just get larger as BCC staff join and their own staff currently employed at South Bristol Rehab Centre move across. They will need to consider the current reasonable adjustments of the new members of staff (TUPE transferred from BCC). We will therefore

need to ensure the needs of any of our staff members are known and shared with Sirona at the earliest opportunity.

- **Outcomes**

- Sirona will be expanding their offer and will be able to run their rehab service at full capacity, which they haven't been able to do due to insufficient staffing capacity. This will allow them to increase the number of rehab beds available to citizens. The new staff joining will also enable them to develop their workforce and embed a culture of a social care model of rehabilitation currently thriving at the South Bristol Rehab Centre.

- **Experience / satisfaction**

- There may be an adjustment period for the existing Sirona staff, as they will become a larger team, having absorbed current staff from the South Bristol Rehab Centre and Sirona's service running at an increased capacity. They (Sirona's existing staff) will also be working within new teams as new members of staff (from South Bristol Rehab Centre) join their workforce. In the longer term, this should bring opportunities for both merged staff in respect of learning and exchanging working practices, as well as potentially bringing career development opportunities as the service expands.

a. 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]

There is potential impact on service users (primarily older people), the staff group and Sirona Care and Health as detailed in Section 1.2

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><u>Workforce:</u> I-Trent workforce data</p>	<p>40 staff in South Bristol Rehab Centre directly impacted by this proposal</p> <ul style="list-style-type: none"> • The workforce is made up with predominantly older (55% 50-64) white (74%) females (94%) who identify as heterosexual (63%, 28% prefer not to say) • 8% of the workforce come from a BAME background • 5% of the workforce identify as disabled
<p><u>Service Users:</u> Referrals data</p> <p>JSNA data provided on Bristol City Council website - general data on older population of Bristol The population of Bristol - bristol.gov.uk</p>	<p>Basic details on service users who have been referred to the South Bristol Rehab Centre service between April-September 2021</p> <ul style="list-style-type: none"> • Male: 23 • Female: 34 <p>Predominantly aged 75 and above</p> <p>Bristol's 60,300 older people make up 13% of the total population, i.e. one in every seven people living in Bristol is aged 65 or over. The proportion of older people is lower than in England and Wales as a whole, where 19% of the population are aged 65 and over. There are 9,000 people living in Bristol aged 85 and over.</p>
<p><u>Sirona Health:</u> BNSSG CCG website: Adult community health services: selecting a provider NHS Bristol, North Somerset and South Gloucestershire CCG (bnssgccg.nhs.uk)</p>	<p>CCG reasoning behind selecting Sirona as the single provider for Community Health for BNSSG. Sirona was chosen as they were the highest scoring throughout the tendering process and will work towards the integration of health services across BNSSG.</p>
<p>Additional comments: Specific ward data has not been considered as, although the centres are based at specific sites, referrals can come from all over the city.</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 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.

- Potential gaps on information collected on LAS (adult care database) about service users (where data is not added)
- Gaps in workforce data on I-Trent (as individuals can opt out)

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.

Staff:

- An initial briefing will be held with affected staff and trade unions ahead of the Cabinet meeting, to set out the details of the proposal and invite feedback to inform the final report
- Following the Cabinet decision, if the proposals are approved, there will be a full staff and trade union consultation in line with the Council's Managing Change policy. This will be completed jointly with Sirona Health and Care.
- All activities are informed by lessons learned from the staff experience in relation to the North rehabilitation centre closure in 2017, which include:
 - Prioritising staff experience throughout the transfer
 - Ensuring frequent and timely communications

Service users:

- Citizens were consulted by the Clinical Commissioning Group (via the Patient Involvement group) as part of the tender process for the community health contract that Sirona was awarded in 2019.
- Sirona already provides a rehabilitation service at South Bristol Community Hospital (SBCH), so this service will be an extension of the current provision. No one will be transferred from the current centre to South Bristol Community Hospital - this is because the rehab service offers short-term support for up to six weeks, so there will be a managed transition process that gradually reduces capacity in the current South Bristol Rehab Centre before making new placements at SBCH. There will therefore not be a service user consultation.

Sirona:

- There have been ongoing discussions and consultation on these proposals between system health partners (CCG, Sirona, acute hospitals and the Council) during the last year, as a result of feedback from staff that the South Rehab Centre may be compromising the ability to deliver a high-quality rehabilitation service.
- The proposal is endorsed by the health and social care system's senior leaders
- Final consultation on the detailed proposal is taking place with Sirona currently, including the details of the proposed TUPE transfer, and they will be fully involved with staff and trade union 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.

- The main staff and trade union consultation will take place after any Cabinet decision, in line with the Council's Managing Change policy. This will include dedicated briefings and 1:1 sessions where required, and will be carried out jointly with Sirona
- A working group has been formed with Sirona to enable detailed planning and communications, and to discuss any concerns raised by staff
- There will be detailed implementation plans in place for both the staff transfer and transfer of service delivery, which will be finalised following a Cabinet decision

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)

There are three groups who are likely to be affected by this change:

- Bristol City Council rehab service staff
- Service users, and their carers / families
- Community health partner Sirona as they will be taking on the service delivery role

We have considered potential adverse impact on these different groups based on the following factors:

- Access
- Outcomes
- Experience / Satisfaction

Bristol City Council rehab service staff:

- **Access**
 - A change of workplace may cause adverse impact e.g. in relation to travel to/from work
- **Experience / Satisfaction**
 - Changing to a new employer (although terms and conditions will remain the same), could be difficult for some of the workforce, particularly as many of the staff are within the 50-64 age bracket and have worked for BCC for a long time. There may be initial concern at the proposals. Staff members will have an opportunity to voice any concerns at a meeting prior to cabinet approval, as well as a full staff consultation if the proposal is approved. Ongoing discussions with Sirona will ensure concerns are raised. These issues are discussed in detail below.

Service Users

It is not anticipated that there will be adverse impact for service users

Sirona

- **Experience / Satisfaction**
 - The main impact on Sirona will be an expanding workforce which allow them to expand their service offer and run the SBCH at full capacity. Although this is anticipated to be an overall positive impact, there will be a period of adjustment for Sirona staff working as part of a larger workforce, and potentially in new teams.

PROTECTED CHARACTERISTICS

Age: Young People

Does your analysis indicate a disproportionate impact? Yes No

Age: Older People	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<p><u>Staff:</u> Experience: The majority of the workforce are in the 50+ bracket. The impact of large - scale change may be felt more by those who have worked in the service for a long time. They will be working for a new employer, within new teams and from a new site, albeit the site is very close to the old site and more accessible.</p> <p><u>Service Users:</u> The proposal will disproportionately affect older people as most service users are 65+. However, it is not anticipated that there will be adverse impacts.</p>
Mitigations:	<p><u>Staff:</u> Staff will be supported throughout the change process, starting with a pre-consultation briefing ahead of the Cabinet decision and then via a full consultation and Managing Change process should the decision be approved. The change process will be managed jointly with Sirona. Sirona have already set out a full commitment to support employees transferring and will offer measures such as visits to the new workplace, the opportunity to shadow Sirona staff etc. This will be further developed during the consultation process. Recognising any individual access needs and ensuring that these are communicated to Sirona and managed effectively and sensitively during the transition.</p> <p><u>Service Users:</u> The risk of adverse impact on service users using the service at the time of service transfer will be mitigated by ensuring that no individual is transferred between the 2 sites. A detailed transition plan will be produced, where capacity in the Council centre is gradually reduced and additional beds at South Bristol Community Hospital are gradually opened.</p>
Disability	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<p><u>Staff:</u> Access: 5% of the workforce identify as disabled, and some of these staff members may have accessibility requirements or reasonable adjustments that are currently acknowledged by BCC. Working for a new employer on a new site, we need to make sure any additional needs are met. Experience: Staff with a disability may experience anxiety at moving to a new workplace and uncertainty about how any individual needs may be met.</p> <p><u>Sirona</u> Sirona will be expanding its workforce, some of which may have access requirements or reasonable adjustments. Sirona will need to be prepared to make any necessary reasonable adjustments</p>
Mitigations:	<p><u>Staff</u> Access: The new site is regarded as being much more accessible and appropriate for service provision, being a more modern site designed in line with accessibility requirements. However, any existing reasonable adjustments must be highlighted in discussions with Sirona and honoured or improved as part of the TUPE transfer. Experience: All staff will be supported through the change jointly by BCC and Sirona, and the risk of anxiety or uncertainty recognised. Specific mitigations for individuals with concerns need to be explored e.g. arranging visits to the new site to check any concerns around accessibility.</p>
Sex	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<p><u>Staff:</u> Access: 95% of the workforce identify as female, this means that there are more likely to be working arrangements in relation to caring, maternity & childcare. These working arrangements need to be considered in any arrangement with Sirona.</p>
Mitigations:	TUPE regulations ensure that any working terms & conditions in the current place of work will be honoured in the new working arrangement.
Sexual orientation	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Mitigation:	Possible disproportionate affects will be identified through the consultation process and any mitigations will be catered for. For example, ensuring equitable and fair TUPE

	transfer process for staff with different sexual orientation. At a practical level, making sure that TUPE transfer preference is not given to heterosexual staff over those who are from LGBT community.
Pregnancy / Maternity	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<u>Staff:</u> Access: 95% of the workforce identify as female, this means that there are more likely to be working arrangements in relation to caring, maternity & childcare. These working arrangements need to be honoured in any arrangement with Sirona.
Mitigations:	TUPE regulations ensure that any working terms & conditions in the current place of work will be honoured in the new working arrangement
Gender reassignment	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Race	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<u>Staff:</u> Experience: Although a disproportionate impact is not anticipated, it will be critical that part of the transfer discussions with Sirona to reflect the importance of creating an environment that celebrates and encourages diversity (as 13% of workforce are from a BAME background). Staff from an ethnic minority background may be negatively impacted if they don't feel as comfortable in the new workplace.
Mitigations:	Ensure that this issue is raised in discussions with Sirona, as well as any concerns raised during the staff consultation.
Religion or Belief	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Mitigation:	Please see 'race' section. The issues and mitigation will follow similar rationale Possible disproportionate affects will be identified through the consultation process and any mitigations (e.g. reasonable adjustments such as prayer / quiet room facility) required will be put in place
Marriage & civil partnership	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Mitigation:	Possible disproportionate affects will be identified through the consultation process and any mitigations (e.g. reasonable adjustments such as flexible working to accommodate unmarried / not in civil partnership member staff who intend to get married / be in civil partnership). Also, ensuring that TUPE transfer preference is not given to staff who are unmarried / not in civil partnership over those who are.)
OTHER RELEVANT CHARACTERISTICS	
Socio-Economic (deprivation)	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
Carers	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	The improvement in service provided and added benefits such as transport etc. mean that impact should be positive.
Mitigations:	
Other groups [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 rehab service staff

Disability

Access:

- For disabled staff, the new site is deemed to be more accessible, both internally in terms of the design (wider lifts, larger rooms etc.), and externally - there are better transport links, a bus stop very close by, as well as parking facilities at the hospital.

Sex

Outcomes:

- The rehab service workforce is predominantly female. The move to Sirona will potentially offer career opportunities in the health sector to staff members.

Service users, and their carers / families

Disability

Access:

- Service users will benefit from a newer building that is better equipped with more appropriate facilities such as larger rooms that can accommodate the necessary equipment, larger lifts.

Outcomes:

- The proposal will result in an increased number of rehab beds being available in the city for those who need them.
- Better facilities should result in improved outcomes

Satisfaction / Experience:

- Service users and their families & carers will hopefully feel more confident in the service that is being provided, with the care being provided in a newer and better equipped facility.

Older People

Access:

- Service users will benefit from a newer building that is better equipped with more appropriate facilities such as larger rooms that can accommodate the necessary equipment, larger lifts.

Outcomes:

- The proposal will result in an increased number of rehab beds being available in the city for those who need them.
- Better facilities should result in improved outcomes

Satisfaction / Experience:

- Service users and their families & carers will hopefully feel more confident in the service that is being provided, with the care being provided in a newer and better equipped facility.

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 main negative impact will be the short-term impact of change for staff having to move to a new employer and site. Whilst their terms and conditions will be protected through the TUPE transfer

regulations, this is a significant change to the individual. We will mitigate the impact through formal joint staff consultations, further 1-2-1's where necessary, and raising concerns with Sirona during continuing discussions throughout the transition.

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

- There are specific benefits for older people and individuals with a disability represented in the service user group. The new rehab service will be in a more appropriate location, with better facilities, better transport links and a hospital location that will facilitate a smooth transition from hospital discharge.
- As a result of the proposed TUPE transfer to Sirona, there are opportunities for the staff group for continued employment in the same sector in the south of the city, in a better facility with opportunities for career development within the health sector.
- There are significant benefits for Sirona as an employer in a sector that is currently experiencing significant recruitment and retention issues; they will inherit a skilled and highly valued workforce who can help them develop their desired culture at the South Bristol Community Hospital.
- There are benefits for the broader health and care system, and the individuals accessing it, as this proposal will increase the number of available rehab beds in the city
- There are potential financial savings for the Council, which is important at a time when the service budgets are under significant pressure, as well as a chance to explore alternative future uses for the South Bristol Rehab Centre which could benefit other services or offer efficiencies across the Council estate.

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
Improvement: There is an opportunity to improve data collection in relation to service users which will be raised with Sirona	Jayne Clifford	As part of service transfer
Improvement: There is an opportunity to improve data collection in relation to staff which will be raised with Sirona	Jayne Clifford	As part of service transfer
Action: Staff briefing (pre-cabinet approval)	Jayne Clifford	January 2022
Action: Formal staff and trade union consultation	Lorna Laing / Jayne Clifford, as well as Sirona management	Post cabinet approval (January 2022)
Action: Establish a working group with Sirona to oversee: <ul style="list-style-type: none"> • Detailed transition and implementation planning (including, making sure that the management of change is equitable and fair for all stakeholders from different protected groups, incorporating lessons learnt from North Rehabilitation Centre closure in 2017. In addition, ensuring, equitable and fair TUPE transfer, good relations between expanded team members and good satisfaction for service users and their family / carers across protected groups, • Consideration of staff concerns raised through consultation, as well as emphasising the need for Sirona to ensure a safe & welcoming working environment for BAME employees 	Stephen Beet Stakeholder Working Group	November 2021
Action: Ensure any current reasonable working adjustments are highlighted to Sirona and confirmation that they will be honoured	Jayne Clifford	As part of consultation
Action: Formal lessons learned exercise post transition	Jayne Clifford with Sirona management	Following service transfer

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

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

The Council will maintain and develop an ongoing relationship with Sirona as part of broader system integration work and a shared commitment to delivering intermediate care in the context of the new Integrated Care System.

The impact of the proposal will be measured in terms of:

- No of rehab beds available in the hospital / occupancy levels
- Sustained level of service user / patient outcomes
- Patient satisfaction surveys (to be managed by Sirona)
- Staff satisfaction survey
- Data on staff retention and recruitment
- Overall effectiveness of the rehab service in supporting hospital discharge and system flow

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 Director¹.

<p>Equality and Inclusion Team Review:</p> <p><i>Chaman Verma</i></p> <p>Chaman Verma</p> <p>Diversity, Inclusion and Employee Initiatives Consultant</p>	<p>Director Sign-Off:</p> <p>Stephen Beet</p> <p>Director of Adult Social Care</p>
<p>Date: 18.11.21</p>	<p>Date: 08/12/21</p>

¹ 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: For reference

MEETING: Cabinet

DATE: 18 January 2022

TITLE	Quarterly Performance Progress Report (Q2 - 2021/22)		
Ward(s)	All wards		
Author: Guy Collings	Job title: Head of Insight, Performance & Intelligence		
Cabinet lead: Cllr Craig Cheney	Executive Director lead: Mike Jackson		
Proposal origin: <i>BCC Staff</i>			
Decision maker: Officer Decision forum: <i>Officer Meeting</i>			
Purpose of Report: To brief Cabinet on the progress made against the Key Performance Indicators (KPIs) for Q2 2021/22 (Appendix A1) – designed around the themes in the Corporate Strategy and Business Plan. A list of short definitions for each measure is shown on Appendix A2.			
<p>Evidence Base: This performance report and appendix is designed around the Bristol City Council (BCC) Corporate Strategy 2018-23 and Business Plan 2021/22. The Performance Framework and reporting arrangements for 2021/22 were approved by CLB and noted by Cabinet and OSMB in Feb-March 2021. This report is complemented by detailed EDM sets of KPIs relevant to the business plan and directorate business-as-usual defined with management teams.</p> <p>BCC measures and City-wide measures - This year we have continued to differentiate between indicators that are wholly owned by BCC, so are direct measures of our performance, and those where BCC is a key player but performance is dependent on other partners or factors. Indicators are listed accordingly.</p> <p>Impact of Covid-19 – Covid-19 renewal and recovery has been embedded into the commitments that underpin our Business Plan and is being delivered across all areas of the council. Adjusted targets are set to take account of this, including some which appear counter-intuitive compared to last year’s outturn due to Covid-19 impact (see 2021/22 Performance Targets). Details for individual indicators are in the management comments (see Appendix A1).</p> <p>In terms of current performance against the Business Plan indicators, of note is the following:</p> <p>Performance summary:</p> <p>Taking the available KPI results this quarter, and noting the BCC / City-wide differentiation:</p> <ul style="list-style-type: none"> • 46% of all Business Plan measures (with targets) are performing on or better than target (17 of 37) <ul style="list-style-type: none"> ○ 45% of BCC-only measures (9 of 20) ○ 47% of city-wide measures (8 of 17) • 59% of all Business Plan measures (with a comparison from 12 months ago) are improved or same (22 of 37) <ul style="list-style-type: none"> ○ 53% of BCC-only measures (10 of 19) ○ 67% of city-wide measures (12 of 18) <p>Note – in Q1 summary results were 61% on or better than target (22 of 36) and 64% improved or same (23 of 36). The drop in % “on or better than target” is due to a net change of 5 KPIs now reporting worse than target (when they were better than target in Q1); these are noted in the sections below, but most are in Empowering & Caring and includes 3 KPIs around Homelessness and Temporary Accommodation now slightly worse than target – this may reflect additional pressures since the additional Gov support available in lockdown (inc part of Q1) has ceased.</p>			

Corporate Strategy Themes:

Empowering & Caring:

The number of households in Temporary Accommodation is increasing and is now worse than target, as overall Homelessness presentations are still high. However, supported “move-on accommodation” coming on-line during the next few months is expected to have a positive impact. A new KPI for the number of households moved on into settled accommodation, after exceeding the quarterly target of 250 in Q1, had similarly pleasing progress in Q2 with a further 294 households moving on, giving a combined total of 571 (annual target of 1,000 for 2021/22).

The percentage of people who contact Adult Social Care and then receive Tier 1 and 2 services has fallen well below target to 47% (against 56%) down from 55.9% in Q1. Confidence had been expressed previously that work with the voluntary, community and social enterprise sector (VCSE) to maximise peoples’ access to local community assets would improve performance further, alas this has yet to materialise. The quarter saw a drop from 570 to 489 referrals; the service is alive to the concern and is looking into the reasons behind the fall.

The experience of work opportunities for priority groups has increased from 1,672 to 2,098 and remains on course to meet the annual target of 2,800. Of the Q2 experiences delivered 18 were to under 16-year-olds with an EHCP and 27 for Children in Care through the Career Coach programme.

The target for numbers engaged with community development work is again progressing very well and for Q2 stands at 4,410 (up over 2,000 in this quarter) and is firmly on course to exceed the annual target of 5,000.

The number of people rough sleeping as measured on the bi-monthly street count in September was 62 (compared with 59 in May). This is now slightly worse than target, though is still significantly lower than the pre-pandemic peak of 130. Additional winter shelter provision is in place from October.

Fair & Inclusive:

Performance around the percentage of major residential planning applications processed within 13 weeks or as otherwise agreed stands at 75% against a target of 92%. Although Q2 performance has improved strongly, with all seven major residential applications issued in time, the overall picture for the year to date remains below target following a challenging Q1. The number of decisions (16) for the year to date is down when compared to the same period last year (23). NB percentages may vary considerably given the relatively small numbers involved.

The percentage of Final EHCPs issued within 20 weeks excluding exception cases stands at 42.7%, a slight improvement from Q1. During the reporting period (from April to June), 124 new EHC plans were finalised, of which 53 were within the 20-week timescale. The figure of 124 plans finalised represents an increase in 15% when compared to the previous quarter. Of note is the workload facing the Assessment Team, with 229 requests received, this being a 28% increase when compared to the same period last year. This combines to illustrate that the demand on the team has reached an all-time high and there is a concern that future improvements may be slower than anticipated and possibly dip in Q3.

Apprenticeship Levy spend in first half year has been slightly lower than projections, currently just under anticipated levels at £485,776. Work with providers is underway to improve the spend and workplace opportunities available. It is still expected that there will be further growth in Q3 that reflects apprenticeship starts in the pipeline and further levy sharing activity including the opportunity to invest in Avon & Somerset Constabulary's PCSO and Police Officer recruitment activity. 75% of last year’s annual spend has been achieved in the first 6 months of 2021/22.

The number of new homes delivered in Bristol stands at 1,368, although this is the figure for 2020/21 which is now being reported. This is below the 2,000 target but represents an increase on the previous year. Completions for 2020/21 were undoubtedly affected by the pandemic and Brexit-related disruptions to the construction industry.

The number of private sector dwellings returned into occupation stands at 216, which although far less than during the same period last year, is on schedule to meet an annual target of 450.

Wellbeing:

The number of attendances at BCC leisure centres and swimming pools has more than doubled this quarter to 885,755. This is no doubt reflective of increased public confidence in using these facilities as restrictions were

relaxed.

The rate of alcohol-related hospital admissions (per 100,000 population) has increased slightly to 859 (against 833 in Q1), reflecting the concern raised last quarter that the rate would rise as the lockdown restrictions are relaxed. There are a range of initiatives underway to address / slow the increase as we move into the festive period.

The percentage of household waste sent for reuse, recycling and composting stands at 42%, down a further percentage point from Q1 and below the target of 45%. Recycling continues to be impacted by the exponential growth in kerbside refuse collected owing to ongoing trends in home working. The suspension of green waste collections has reduced the tonnage of garden waste compost and this has also affected the overall recycling rate. There are weekly meetings with Bristol Waste Company (BWC) in order to support improvements in service delivery.

Residual untreated waste sent to landfill (per household) currently stands at 46kg. This is an increase from the 14.2kg seen in Q1 and may indicate some challenges in meeting the target of 100kg. The bulky waste contract continues to identify alternative outlets to landfill, and a close eye will be kept on performance across the coming months.

Well Connected:

The number of people able to access care & support through the use of Technology Enabled Care stands at 284 against its annual target of 753, an increase of 122 from Q1 and an improvement from the same period last year.

The ratio of consultation response rates for the most and least deprived 20% of Bristol citizens stands well below target at 2.18:1, in effect meaning that response rates are twice as high in wards beyond the 20% most deprived. Performance here is significantly worse than target (1.8) and when compared to the same period in 2021/22 (1.91). It should be acknowledged that performance can vary considerably across the year and is influenced by the number of surveys and nature of the proposals in each quarter. The low value in Q2 is due to the limited number of consultations that are measured (only those with 500+ responses), as there were a number of smaller consultations with much higher response rates in deprived areas. Q2 is also heavily reflective of the Corporate Strategy Consultation, a subject challenging to engage widely. Performance in Q3 is expected to be closer to the target due to the inclusion of the Colston statue survey, which had higher response rates in deprived areas.

The percentage of adults with learning difficulties known to social care, who are in paid employment remains slightly above target at 6.1% although is very slightly down from Q1 (6.3%). As referenced in Q1, the WE WORK for Everyone programme supporting people with learning difficulties or autism has already exceeded its annual into work target and is seeing strong growth which should reflect in further future increases in the employment rate of this demographic.

The number of adults in low pay work & receiving benefits accessing in-work support is again below target, standing at 315, up from 203 in Q1. There may be some challenges in meeting the annual target of 850 as referrals into the Future Bright programme have fallen, a situation mirrored across the other participating authorities. The service is very much alive to the challenges, with an action plan in place and a major marketing campaign soon to be launched.

Organisational Priorities:

The current general reserve balance is currently £35.6m against an on-going base budget of £388.8m, this represents 9.17%. This is higher than current policy, though the policy has been reviewed as part of the medium-term financial plan reported to Cabinet in November 2021 and proposes to increase the target for 2022/23 onwards, on a temporary basis, to 10% of net revenue budget. This is to reflect the uncertain financial climate, as well as the sensitivity and risks in the medium-term financial plan.

Continuing financial pressure caused by the Covid-19 pandemic has meant that Council Tax collection is worse than at the same period last year and also 2.03% behind target, equivalent to a deficit of £5.81m. There have been lower levels of payment than anticipated, as such a shortfall is forecasted at year end. Performance is however expected to improve once remedial action such as reminder letters and enforcement activity can begin again.

The percentage of stage 1 non-statutory complaints that the Council responds to within 15 days stands at 87.6%, with performance is now at its highest level since 2018. This is both an improvement from Q1 (85.3%), and well ahead of target (85%).

Staff turnover has increased from 11.3% in Q1 to 13.0% in Q2. The number of leavers has increased from 744 to 855.

A healthy staff turnover ratio is between 10%-15% which enables fresh skills, ideas and experience to be incorporated into the workforce. Covid resulted in a huge reduction in staff leavers as future economic certainty was unknown, however we have now reverted back to optimum levels.

The percentage of employment offers made to people living in the 10% most deprived areas remains well below target again, standing at 3.6% (against 6.5%) and has fallen further from its Q1 position of 4.8%. Vacancy Management processes introduced in June 2021 have meant that the numbers of jobs being advertised has fallen slightly compared to previous quarters, with the number of offers being made through apprenticeships also having a significant impact on this metric. HR Committee is due to receive a report in December on the work the Council is doing to target apprentices and best effect change in this area.

Note - For all themes, attention is drawn to the commentaries where the service has indicated exception in delivery, and/or details of plans and activities underway.

Cabinet Member / Officer Recommendations:

1. That Cabinet note the report and measures underway to improve future performance.

Corporate Strategy alignment: All Business Plan KPIs contained within Appendix A1 are designed to demonstrate our progress towards the Corporate Strategy 2018-23.

City Benefits: Understanding whether BCC is delivering outcomes for the citizens and city, through monitoring of the annual Business Plan, ensures organisational effort can be focussed on benefit realisation.

Consultation Details: Performance progress has been presented to relevant Divisional Management Team (DMT) and Executive Director Meeting (EDM) meetings prior to the production of this report.

Background Documents:

1. [BCC Corporate Strategy 2018-23](#)
2. [BCC 2021/22 Business Plan](#)
3. [BCC 2021/22 Performance Framework](#)
4. [2021/22 Performance Measures and Targets](#)

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

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

1. Finance Advice: There are no specific financial implications as part of the report. Identification and delivery of meeting key performance indicators is a major part of annual service planning including budget setting. Identifying key outcomes and targets should have a significant impact on allocation of resources through annual budget setting process, similarly availability of resources to delivery outcomes will impact the achievability of targets. Performance information should be viewed alongside services financial information and progress of delivery of key projects.

Finance Business Partner: Michael Pilcher – 01 November 2021

2. Legal Advice: Reporting performance against the business plan and corporate strategy assists the Council to comply with its duty to make arrangements to secure continuous improvement in the way in which the Council’s functions are exercised, having regard to a combination of economy, efficiency and effectiveness. This needs to be balanced with and kept under review to take into consideration the impact of Covid-19 on the Organisation and the Organisation’s Equality Act duties. Any specific legal issues arising from this report will be dealt with separately.

Legal Team Leader: Nancy Rollason – 01 November 2021

3. Implications on IT: There are no direct IT implications arising from publication of this report

IT Team Leader: Gavin Arbuckle - 01 November 2021

4. HR Advice: There are no direct HR implications arising from the report. However, to achieve the targets proposed resources may need to be deployed differently, and additional resource may be required in some areas.

HR Partner: Mark Williams, Head of Human Resources - 01 November 2021

EDM Sign-off	All 3 EDMs	03/11/2021
Cabinet Member sign-off	Cllr Craig Cheney	17/11/2021
For Key Decisions - Mayor's Office sign-off	N/A	N/A

Appendix A – Further essential background / detail on the proposal Appendix A1: Quarterly Performance Progress Update Appendix A2: A list of short definitions for each measure is shown on Appendix A1	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO

BRISTOL CITY COUNCIL - Q2 2021/22 Performance Summary

OVERALL SUMMARY:
 46% on or better than target (17 of 37)
 59% same or better than Q1 last year (22 of 37)

EMPOWERING & CARING			
	Title	Target status	DoT
BCC-only	BPB357: Reduce the number of households in temporary accommodation	987	↓
	BPB280: Increase the % of people who contact Adult Social Care and then receive Tier 1 and 2 services	47.0%	↓
City-wide	BPC270: Increase experience of work opportunities for priority groups	2,098	↑
	BPC311: Maintain the levels of engagement with community development work	4,410	↑
	BPC352b: Reduce the number of people sleeping rough on a single night in Bristol - BCC quarterly Count	62	↑

FAIR & INCLUSIVE			
	Title	Target status	DoT
BCC-only	BPB124a: % of major residential planning applications processed within 13 weeks or as otherwise agreed	75.0%	↓
	BPCB225: Increase the percentage of Final EHCPs issued within 20 weeks excluding exception cases	42.7%	↑
	BPB265a: Increase the amount of Bristol City Council Apprenticeship Levy spent	£485,776	↑
City-wide	BPC430a: Increase the number of new homes delivered in Bristol	1,368 (2020-21)	↓
	BPC310: Increase the number of private sector dwellings returned into occupation	216	↓

WELLBEING			
	Title	Target status	DoT
BCC	BPB253: Increase the number of attendances at BCC leisure centres and swimming pools	885,755	↑
City-wide	BPC251: Reduce the rate of alcohol-related hospital admissions per 100,000 population	859	↑
	BPC541: Increase the percentage of household waste sent for reuse, recycling and composting	42.0%	↓
	BPC542: Reduce the residual untreated waste sent to landfill (per household)	46.0kg	↑

WELL CONNECTED			
	Title	Target status	DoT
BCC	BPB308: Increase number of people able to access care & support through the use of Technology Enabled Care	284	↑
City-wide	BPB636: Ratio of consultation response rate for the most and least deprived 20% of Bristol citizens	2.18	↓
	BPC266: Increase % of adults with learning difficulties known to social care, who are in paid employment	6.1%	↑
	BPC268: Increase the number of adults in low pay work & receiving benefits accessing in-work support	315	↑

WORKPLACE ORGANISATIONAL PRIORITIES			
	Title	Target status	DoT
BCC	BPB501b: Forecast level of Bristol City Council general financial reserves	9.17%	↑
	BPB503: Council Tax collected as a percentage of budgeted collectible debit	51.95%	↓
	BPB518: Increase the percentage of stage 1 non-statutory complaints that we respond to within 15 days	87.6%	↑
	BPB523: Maintain appropriate staff turnover	13.0%	↑
	BPB528: Increase the percentage of employment offers made to people living in the 10% most deprived areas	3.6%	↓

DoT = 'Direction of Travel' compared to this time last year



CLB / Cabinet - Quarter 2 (1st April - 30 September '21) Performance Progress Report

Appendix A1

Business Plan ref	Code	Title	+/-	2020/21 Outturn	2021/22 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Management Notes	Directorate
2021/22 Business Plan: Empowering & Caring										
Bristol City Council (BCC) owned performance indicators:										
EC2	BPB353	Increase the number of households where homelessness is prevented	+	1,512	1,350	339	672 (q2 target 675)	↓	Marginally below target but on track to meet target for the year	G&R
EC2	BPB357	Reduce the number of households in temporary accommodation	-	1,122	950	893	987	↓	The number of households in Temporary Accommodation is increasing. Homelessness presentations are still high. Supported move on accommodation coming on line during the next few months will have a positive impact.	G&R
EC2	BPB358a	Number of households moved on into settled accommodation	+	New KPI 2021/22	1,000	277	294 (q2 target 250)	n/a	The number of households moved on into settled accommodation is above target. [Note - target is 250 each quarter, with annual target of 1,000]	G&R
EC3	BPB280	Increase the % of people who contact Adult Social Care and then receive Tier 1 and 2 services	+	55.9%	56.0%	55.9%	47.0%	↓	There were 1,041 support conversation this quarter resulting in 489 referrals to Tier 1/2 services. This is down from quarter 1's 1078 support conversations resulting in 570 referrals to Tier 1/2. We are looking into the reasons for the drop; one explanation is that we are signposting earlier in the ASC pathway as we actually received 8,696 contracts during in quarter 2 (which was a 7.4% increase on quarter 2 last year). During the same period ASC had just 236 new users receive a long term care service. The service continues to try and manage demand through strength based practice the trend data indicates pressures on ASC total contacts has been steadily increasing over the past few years. We will be reviewing this KPI to find a way to better capture how ASC demand manages total contracts into the service through Care Direct to ascertain what percentage of total traffic actually results in a tier 3 service and how much through strength based practice is addressed without the requirement for long term funded care packages and placements.	PE
EC3	BPB281	Reduce the number of service users aged 65+ in permanent Residential & Nursing Care [Snapshot]	-	New KPI 2021/22	Establish benchmark	1,039	1,032	n/a	1,032 residential and nursing care placements started in quarter 2. This is a reduction of 7 placements since the last quarter. Since the start of the financial year, there has been a general decline in the number of placement being made in residential and nursing care homes. This is due to the impact of COVID-19 where occupancy levels within care home establishments have been affected and citizens choices have directed made demand to services in peoples own home. ASC anticipate that this trend may change during quart 3 and 4 due to the impact of lack of supply of community services such as home care. Where there is a lack of supply for home care, ASC may require citizens to be supported in care home establishments in order for their statutory needs and outcomes to be met.	PE
EC3	BPB285	Increase the number of people receiving home care	+	New KPI 2021/22	Establish benchmark	1,349	1,295	n/a	There were 1,295 new home care packages in quarter 2. This is a reduction of 54 packages since the last quarter. During summer 2021, Bristol, similar to other local authorities around the UK, has struggled to meet home care demand with available supply. Home care providers have informed BCC that recruitment and retention of the workforce is at a crisis and unsustainable. This is impacting providers ability to recruit and retain sufficient volume of staff to meet requirements of their contract. During quarter 2, BCC received a high volume of provider hand back where providers were unable to meet their statutory duty. This has impacted the target for this quarter and it is likely that the quarter 3 metric will maintain or reduce further. BCC is working with the home care market to support the recruitment and retention crisis and is deploying a range of initiatives to try to mitigate these risks, though it must be noted that these risks cannot be mitigated fully.	PE
EC3	BPB307	Increase the number of people enabled to live independently through home adaptations	+	3,120	3,400	843	1,632 (q2 target 600)	↑	Performance well ahead of target. Performance is weighted towards the 3rd and fourth quarter so hopefully the annual target will be exceeded.	G&R

City Wide Performance Indicators that BCC contributes to:										
EC1	BPC200	Increase number of in-house Foster Care placements (not including kinship) [snapshot]	+	New KPI 2021/22	Establish Baseline	428	439	n/a	This is a positive increase in the number of fostering placements available; 11 more in Q2. [Note - in Q1 this indicator was incorrectly reported at 526, which included kinship placements; the number of placements not including kinship was 428 in Q1, as shown now]	PE
EC1	BPC216	Percentage children becoming the subject of a child protection plan for a second/subsequent time	-	20.4%	22.0%	22.6%	25.6%	↓	133 Child Protection Plans started between 01/04/2021 and 30/09/2021. Of these, 34 had a previous plan at any time. Whilst this is a percentage increase this is in the context of reducing numbers of child protection plans, therefore the actual number of children has remained relatively static. With significantly reduced numbers this measure is vulnerable to increasing swings.	PE
EC1	BPC222	Increase the take-up of free early educational entitlement by eligible 2 year olds	+	62.0%	66.0%	57.0%	n/a	↓	This annual figure was reported in Qtr1. In January 2021 the headcount data showed that take up was 57% then in the May 2021 headcount data showed take up at 64% and then provisional data prior to validation from the October headcount shows 70% take up. Historical data shows us that the September headcount is always higher than the January headcount however by the end of the spring term the take up will increase to include the children that join after the headcount day. Plans are in progress to work with the sector in promoting the offer post COVID.	PE
EC2	BPC352b	Reduce the number of people sleeping rough on a single night in Bristol - BCC quarterly Count	-	43	60	59	62 (q2 target 60)	↑	The number of people rough sleeping as measured on our bi-monthly street count in September was 62. An increase from the previous quarter but still significantly lower than the pre-pandemic peak of 130. Additional winter shelter provision will be in place from 1st October	G&R
EC3	BPC270	Increase experience of work opportunities for priority groups	+	2,570	2,800	1,672	2,098	↑	In Q2 a total of 426 experiences of work were delivered. Of these 18 were to under 16-year-olds with an EHCP and 27 for Children in Care through the Career Coach programme. Numbers are typically lower during this time due to school holidays and some delivery had to be cancelled due to the rise in Covid cases. Between July – September WORKS delivered activities to help young people prepare for year 11: Careers Interventions, Work Experience (WEX) tasters, Year 11 4-day WEX, Q & A Session's and Meet the Apprentice. WORKS also delivered 2 Continuing Professional Development sessions for Bristol Gateway..	PE
EC4	BPC311	Maintain the levels of engagement with community development work	+	4,394	5,000	2,038	4,410	↑	The team has been working on both outbreak management purposeful conversation and half of the conversations we completed this quarter is of purposeful outbreak management conversations. We have over 1,200 conversations on building back and community conversations on wider issues ranging from social action in neighbourhoods to access to green spaces to conversations on new development such as in Hotwells and also place making conversations. The team started to refocus on building community and recovery where some conversations were on the economic growth and community cohesion. WE expect to hit the annual target. we have over achieved our target.	PE
EC4	BPC312	Increase % respondents who volunteer or help out in their community at least 3 times a year (QoL)	+	47.2%	47.2%	n/a	n/a	n/a	This measure is updated annually through the Quality of Life survey. Headline results for 2021/22 will be available in Jan '22. This years target is looking to maintain last years performance. We know that COVID 19 volunteering will go down but community based activity is opening up. Many connections established as a result of a COVID 19 referrals are being sustained informally. WhatsApp groups and Facebook pages which facilitate neighbourly acts have also kept going. In terms of more formal volunteering the CanDo Bristol website has over 10,000 members. It is being used by community and voluntary projects all over the city to successfully recruit volunteers.	PE
EC4	BPC314	Reduce the percentage of people who lack the information to get involved in their community (QoL)	-	30.5%	30.0%	n/a	n/a	n/a	This measure is updated annually through the Quality of Life survey. Headline results for 2021/22 will be available in Jan '22. Social media, free newsletters, noticeboards, public venues such as libraries and shops, online newsletters from community organisations and social and neighbourly networks are all part of the community information exchange. They are all important and generated by communities for communities. The main barriers to accessing information are digital exclusion, not being able to get out and about or printed media being inaccessible to you. We know that some people are looking to reconnect whilst others are not ready. A key role for Community Development and the C19 Volunteer Hub has been to connect people to things that are happening in their local area.	PE

2021/22 Business Plan: Fair & Inclusive

Bristol City Council (BCC) owned performance indicators:

FI1	BPB124a	% of major residential planning applications processed within 13 weeks or as otherwise agreed	+	87.2%	92.0%	57.1%	75.0%	↓	Performance for the 2nd quarter (July to September) improved strongly with all 7 major residential applications issued during Q2 being in time. However performance for the year to date remains below target following a below par Q1. The number of decisions (16) for the year to date are down on the same period in 2020-21 when 23 had been issued.	G&R
FI1	BPB375	Reduce the number of empty council properties	-	220	210	264	228	↑	There are monthly meetings to focus on long term major voids to ensure that focus is maintained on keeping the overall numbers of empty properties as low as possible. However, there are continuing issues with internal, external and material capacity that will always influence the ability to deliver to this target.	G&R
FI2	BPB225e	Increase the percentage of Final EHCPs issued within 20 weeks excluding exception cases *	+	20.8%	60.0%	42.1%	42.7%	↑	During the period April to June 2021, 124 new EHC plans were finalised of which 53 were within the 20 week timescale (42.7%). This is the DfE cohort excluding plans with a mediation and/or tribunal before the final plan is issued and excludes exception cases (those cases when a decision is made not to issue a plan/reconsidered/changes and subsequently a plan is issued). It is important to also look at the number of assessment requests received and the total number of EHCP's completed, to fully understand the work undertaken by the Assessment Team this quarter who experienced significant capacity issues in the summer term due to leavers, illness, childcare and accrued annual leave: > 229 requests were received which is an increase of 28% compared to Q2 last year. > In total 124 new plans were finalised which is an increase in 15% when compared to the last quarter. Demand for service from the team reached an all-time high; this combined with the capacity issues outlined had an impact on productivity during this period, which will be seen through a reduction in timeliness for quarter 3. A revised trajectory is currently being determined in order to recover from this setback.	PE
FI3	BPB265a	Increase the amount of Bristol City Council Apprenticeship Levy spent	+	£647,299	£1,000,000	£227,285	£485,776	↑	Apprenticeship Levy spend in first half year has been slightly lower than projections with processing delays at providers and following circa £30k of provider amendments to claims during Aug and Sept as they ratify their activities during period Aug 20 and Jul 21 having noted the effects of COVID. The expected further growth in quarter 3 will be achieved albeit with some ongoing processing delays with providers. This reflects apprenticeship starts pipeline and further levy sharing activity including the opportunity to invest in Avon & Somerset Constabulary's PCSO and Police Officer recruitment activity. Q2 performance shows a strong positive trend with 75% of 2020/21 annual spend achieved in 6 months.	PE

City Wide Performance Indicators that BCC contributes to:

FI1	BPC310	Increase the number of private sector dwellings returned into occupation	+	445	450	99	216	↓	Performance slightly ahead of target for the number of empty properties brought back into use.	G&R
FI1	BPC430a	Increase the number of new homes delivered in Bristol	+	1,332 (2019/20)	1500 (2021-22)	Annual - data not due	1,368 (2020-21)	↑	The provisional figure for new homes delivered in Bristol for 2020-21 is 1,368. Although this is below the 2020-21 target of 2,000 it is an increase on the previous year. The completions for 2020/21 have been affected by COVID-19 and Brexit-related disruptions to the construction industry as noted against the Affordable Homes metric (BPC425) above. The overall provisional net dwelling completion figure for 2020/21 is 1,589 which includes 221 student accommodation units. This measure is reported a year in arrears.	G&R
FI1	BPC425	Increase the number of affordable homes delivered in Bristol	+	400	450	87	164	↑	The biggest immediate impact on affordable housing delivery continues to come from the combined effects Brexit and the Covid pandemic. The construction sector is seeing a significant increase in costs of materials, supply chain delays and delays on site through the availability of construction workers. There is some in year slippage being reported in Q2 but our Provider Partners are also showing some significant slippage into 2022/23. However, one provider is reporting that 75 completions are forecast to be brought forward into 2021/22. The balance of forecast slippage into 2022/23 currently stands at 63 homes although with a weighting of completions into q4 which means delivery needs to be closely monitored in q3 and Providers supported to maintain their forecasts as accurately as possible.	G&R

FI2	BPC246	Increase percentage of schools and settings rated 'Good' or better by Ofsted (all phases) (OCP)	+	79%	86%	79%	79%	=	Ofsted inspection has now resumed. At this point in the year there is no change to the % of schools judged good or better as those that have been inspected and published to date have retained their existing grading. However there are a number of schools judged requirement improvement across the city that should be judged good at their next inspection. This will impact on the overall percentage of good or better.	PE
FI3	BPC217	Improve the % of 17 - 18 year old care leavers in EET (statutory return - recorded around birthday)*	+	71.0%	72%	76%	See Qtr 1	↑	There is a 3-month data lag on this measure and reports the period up to 30 June 2021. Of the 21 Care Leavers aged 17 and 18 whose birthdays fell in the report period 1 Apr 2021 to 30 Jun 2021, 16 were EET at the time of the 'Birthday Contact'. This measure does not include 2 young people who are recorded as being Returned Home or Deceased. Quarter 1 is showing that 76% of our care leavers aged 17 and 18 are in EET; this is 4% above our target and higher than statistical neighbours and the England average.	PE
FI3	BPC263a	Reduce the % of young people of academic age 16 to 17 years who are NEET & destination unknown	-	6.9%	4.9%	7.4%	9.6%	↑	The NEET average is 0.2% higher than last quarter but Not Known has increased from 2.9% to 5%. The reason for this is the ending of Yr11 activities and enrolments at the start of the summer. The DfE does not monitor Not Knowns between July and September for this reason. September data is not included this is because of the enrolment period September data will not be released by National Client Caseload Information System (NCCIS) until November. Enrolments are going well and performance will be comparable if not higher than 2020/21. There are fewer systems and data quality issues than last September the team has taken a focus and pre-emptive approach this year and it should have a positive impact rolling forward on the overall NEET and NK performance.	PE
FI3	BPC103	Increase the number of Black, Asian and minority ethnic-led businesses supported	+	134	50	87	157	n/a	The target for the year to date has been exceeded due three enterprise support programmes running in parallel and complementing each other well to achieve outreach to more BAME led enterprises across the city. The programmes are i) Covid Emergency Response Project for BAME Led Businesses and Social Enterprises (Black South West Network - BSWN) ii) North & East Bristol Enterprise Support (YTKO) and iii) South Bristol Enterprise Support (Consortium). The BSWN/Covid Emergency Response has supported 45 clients and the North, East and South area programmes 112 clients over the April-September period. The BSWN programme has focussed on Black and Asian entrepreneurs, whereas the YTKO and Consortium programmes have supported other minority ethnic groups in addition. The BSWN /Covid Emergency Project has been extended by Bristol City Council for a further quarter to the end of December 2021.	G&R
FI4	BPC248	Number of hate crimes reported to Avon & Somerset Police	OFF	1,940	1,950	614	1,315	n/a	There is no target set as we want to know and to improve reporting of hate crimes are being perpetrated in our communities, to understand this and take action to prevent it. At the same time, we want to see hate crime reducing over time. The rate is herefore an indicator that enables us to look in more detail at what is happening in our communities. Police recorded hate crime has as expected continued to rise and this is consistent with both national and regional data. Over the past 3 months Bristol has seen an increase by 87 crimes compared to the previous quarter. Again this increase is consistent with the horizons canning provided by Avon & Somerset Police and referred to as the 'summer spike'. Police data also shows a comparative increase in the proportion of sexual orientation and disability hate crimes and a decrease in proportion of racially motivated hate crimes.	PE
FI4	BPC324	Increase the percentage of people who feel they belong to their neighbourhood (QoL)	+	62.8%	62.0%	n/a	n/a	n/a	This measure is updated annually through the Quality of Life survey. Headline results for 2021/22 will be available in Jan '22	PE
FI4	BPC327	Reduce the percentage of people who have noted "mainly negative effects" from gentrification (QoL)	-	24.70%	25.0%	Annual - data not due	Annual - data not due	n/a	The Quality of Life (QoL) survey took place in Autumn 2021. Headline results will be issued via the QoL Priority Indicators briefing report in January 2022 followed by a full set of results in March 2022.	G&R
2021/22 Business Plan: Wellbeing										
Bristol City Council (BCC) owned performance indicators:										
W4	BPB253	Increase the number of attendances at BCC leisure centres and swimming pools	+	399,343	695,145	385,853	885,755	↑	Business recovery and customer confidence in using leisure centres & swimming pools continues to grow.	PE

W4	BPB410	Increase the number of visitors to Bristol Museums, Galleries and Archives	+	28,917	300,000	31,301	153,473	↑	Blaise, Red Lodge and Georgian House closed until April 2022. Bristol Museum and M shed still running at reduced capacity due to Covid restrictions.	G&R
City Wide Performance Indicators that BCC contributes to:										
W1	BPC250	Reduce the percentage of people in Bristol who report below national average Mental Wellbeing (QoL)	-	19.7%	20.0%	n/a	n/a	n/a	This data is available annually through the Quality of Life survey. Headline results for 2021/22 will be available in Jan '22. Covid has had a significant impact on people's mental health. We are an integral part of the Community Mental Health Transformation Framework, providing a rare opportunity to design community services that support care that are appropriate to need and close to home. Thrive Bristol has three strands: Thriving at work, Thriving communities, Thriving children and young people. Reducing social isolation and improving mental wellbeing is a priority for the Health and Wellbeing Board this year – delivering grants and training to community groups and organisations to support community assets.	PE
W1	BPC251	Reduce the rate of alcohol-related hospital admissions per 100,000 population	-	845	839	833	859	↑	Alcohol admissions have increased as expected with the relaxation of the Covid rules. We are working actively with City Partners including the police, hospitality and night time venues to promote safe drinking and to reduce alcohol harms. This work includes, promoting drink aware messages, addressing risk from drink spiking, promoting alcohol-free drinks, and maintaining a presence through marshals and Safer City to reduce harms around the city centre and harbourside. We are also engaged in a joint project with the NHS and academic partners looking at possible intervention points in the liver disease pathway.	PE
W1	BPC255	Increase % of people living in the most deprived areas who do enough regular exercise each week(QoL)	+	55.2%	55.2%	n/a	n/a	n/a	This measure is updated annually through the Quality of Life survey. Headline results for 2021/22 will be available in Jan '22. Work is being undertaken including liaison with social prescribing in the most deprived areas of the city	PE
W2	BPC419	Reduce the council's carbon dioxide equivalent emissions (in tonnes)	-	9,528 tonnes (2019-20)	7,300 tonnes	Annual - data not due	Annual - data not due	n/a	This measure relates to the council's direct emissions. The definition of this indicator has been updated for 2021/22 in line with the international standard for greenhouse gas reporting and the new targets for the council to be carbon neutral for its direct emissions by 2025. This measure is reported in Q2 following the year end once final utilities bills have been received. The long-term target for 2025 is to be carbon neutral.	G&R
W2	BPC433	Reduce the total CO2 emissions in Bristol City (k tonnes)	-	1,447 K Tonnes (2018)	1,488 K Tonnes (2019)	Annual - data not due	Annual - data not due	n/a	This measure is reported at around 18 months after the end of the calendar year so the 2020/21 reported outturn is for the calendar year 2018.	G&R
W2	BPC434	Reduce the proportion of deaths attributed to particulate air pollution	-	5.0% (2018)	4.3%	Annual - data not due	Annual - data not due	n/a	This indicator is based on Public Health England data and calculations. These show that for the last year of data (2019) the fraction of deaths attributable to pollution from particulates has dropped, returning to the general downward trend of the previous 5 years. It is based on the fraction of very small particles (<2.5 micro metres) arising from human action. The main sources of this within the city are traffic and combustion.	G&R
W2	BPC480	Increase the % of monitoring sites that meet the annual air quality target for nitrogen dioxide	+	98% (2020)	94.0%	See Q4 2020/21	Annual - data not due	n/a	Data for the calendar year of 2020 is reported for the first time; 98% of monitoring sites had an annual NO2 concentration below 40µg/m3 when analysed in accordance with Local Air Quality Management exposure criteria. Levels were substantially improved as a result of Covid lockdowns and subsequent reductions in traffic (and other active interventions such as the closure of Bristol Bridge to most traffic), so the 98% outturn should not be used as benchmark alone and the 94% target for 2021 continues the pre-Covid trajectory (from 90.2% in 2019), moving to the Clean Air Plan aim of 100% of sites on target by end 2023. Note - previously there has been a data lag with this indicator, with previous calendar year reported after official verification in Q1 of the next year, as is the case here. For 2021 onwards, this indicator will be reported in Q4 as unverified data for the calendar year just finished (see definition).	G&R
W2	BPC333	Increase the percentage of residents visiting a park or open space at least once a week (QoL)	+	60.3%	60.0%	Annual - data not due	Annual - data not due	n/a	The value of outdoor spaces rose considerably during the pandemic and the demand for parks and Green Spaces continued. All facilities within parks continue to remain open, with COVID safe measures in place. The Quality of Life (QoL) survey took place in Autumn 2021. Headline results will be issued via the QoL Priority Indicators briefing report in Jan 2022.	G&R

W2	BPC540	Reduce percentage of people who feel that street litter is a problem in their neighbourhood (QoL)	-	82.4%	80.0%	Annual - data not due	Annual - data not due	n/a	A wide range of campaigns and activities are in progress or planned across the year to reduce street litter and deliver overall improvements to the street scene. These include the Great Bristol Spring Clean and the Big Tidy. The Quality of Life (QoL) survey took place in Autumn 2021. Headline results will be issued via the QoL Priority Indicators briefing report in January 2022.	G&R
W2	BPC541	Increase the percentage of household waste sent for reuse, recycling and composting	+	45.0%	50.0%	43.0%	42.0%	↓	Recycling continues to be negatively impacted by the exponential growth in kerbside refuse collected owing to ongoing trends in home working. The suspension of green waste collections has reduced the tonnage of garden waste compost and has also had an impact on the overall recycling rate. There are ongoing weekly meetings with Bristol Waste Company (BWC) to give close oversight in order to support improvements in service delivery.	G&R
W2	BPC542	Reduce the residual untreated waste sent to landfill (per household)	-	122.5 kg	100.0 kg	14.2kg	46.0kg	↑	The Energy Recovery Centre (ERC) treatment contracts have continued to perform despite some commissioning issues at one ERC. The bulky waste contract continues to identify alternative outlets to landfill.	G&R
W3	BPC258	Reduce the percentage of households which have experienced moderate or worse food insecurity (QoL)	-	4.2%	7.2%	n/a	n/a	n/a	This measure is updated annually through the Quality of Life survey. Headline results for 2021/22 will be available in Jan '22. The support during Covid to ensure everyone had sufficient food will no longer be operating in the same way with potentially more people experiencing moderate to severe food insecurity. The Food Equality Strategy, designed to address the food inequalities, is progressing well. Food Equality Champions are also being recruited, to encourage community ownership	PE
W3	BPC259	% of households in the most deprived areas using a food bank or charity in the last year (QoL)	-	New KPI 2021/22	2.00%	n/a	n/a	n/a	This measure is updated annually through the Quality of Life survey. Headline results for 2021/22 will be available in Jan '22. The support during Covid to ensure everyone had sufficient food will no longer be operating in the same way with potentially more people experiencing moderate to severe food insecurity. The Food Equality Strategy, designed to address the food inequalities, is progressing well. Food Equality Champions are also being recruited, to encourage community ownership	PE
W3	BPC334	Reduce the percentage of the population living in Fuel Poverty	-	9.8%	9.0%	n/a	n/a	n/a	This measure is updated annually and will be available at year-end. The fuel poverty strategy is being reinvigorated and will hope to link with the food equality work.	PE
W4	BPC256	Increase the % of adults in deprived areas who play sport at least once a week (QoL)	+	27.5%	27.5%	n/a	n/a	n/a	This measure is updated annually through the Quality of Life survey. Headline results for 2021/22 will be available in Jan '22. Partnerships are being explored and strengthened with emphasis on working with seldom heard groups in deprived areas.	PE
W4	BPC411	Increase the percentage of people who take part in cultural activities at least once a month (QoL)	+	33.4%	35.0%	Annual - data not due	Annual - data not due	n/a	The culture sector is gradually re-opening, although with greatly reduced capacity in many cases and it is anticipated that new programmes will be developed over the next few months. We continue to work with the sector to support safe re-opening. The Quality of Life (QoL) survey took place in Autumn 2021. Headline results will be issued via the QoL Priority Indicators briefing report in January 2022 followed by a full set of results in March 2022.	G&R
W4	BPC412a	Increase the % satisfied (in deprived areas) with the range and quality of outdoor events (QoL)	+	40.3%	50.0%	Annual - data not due	Annual - data not due	n/a	Outdoor events are gradually being re-established with the easing of restrictions from July 19th although the usual big scale events for the city, such as Harbour Festival and the Balloon Fiesta will either not be held, or will take place with a revised offer. We also continue to work with events organisers to encourage them to broaden the events offer beyond the city centre to the wider city to enable more people to feel able to participate. The Quality of Life (QoL) survey took place in Autumn 2021. Headline results will be issued via the QoL Priority Indicators briefing report in January 2022 followed by a full set of results in March 2022.	G&R

2021/22 Business Plan: Well Connected

Bristol City Council (BCC) owned performance indicators:

WC2	BPB308	Increase number of people able to access care & support through the use of Technology Enabled Care	+	511	753	166	284 (q2 target 263)	↑	Performance slightly ahead of target.	G&R
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City Wide Performance Indicators that BCC contributes to:

WC1	BPC470	Reduce the percentage of people saying that traffic congestion is a problem in their area (QoL)	-	70.4%	73.0%	Annual - data not due	Annual - data not due	n/a	Ongoing work across the year is intended to consolidate on reductions in congestion achieved during 2020; it should be noted however that the target for 2021 reflects the previous trajectory from 2019 as the 2020 result was better than expected as there were lower traffic levels overall due to lockdowns, home working and education closures.	G&R
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WC1	BPC474	Increase the number of single journeys on Park & Ride into Bristol	+	Suspended 2020/21 (2019-20 1,687,558)	930,000	113,208	Data being verified	n/a	General bus passenger numbers overall have been growing to a current level of around 70% of equivalent pre-Covid levels. Although capacity restrictions and mandatory mask wearing have been lifted on public transport, the return to normal levels of patronage will be dependent on a significant return to office working across the city. The commuter demand, previously a very significant proportion of overall bus usage, has yet to return, with many people continuing to work at home full time. This is particularly affecting Park & Ride usage, which also had a proportionately high level of peak hour (commuter) usage as part of its overall use. (This measure was suspended in 2020-21) There is no in-year target for this measure due to the continuing distortion to activity across public transport. This measure was suspended during 2020-21 but by this point in 2019-20 there had been 841,829 journeys made.	G&R
WC1	BPC475	Increase the number of passenger journeys on buses	+	Suspended 2020/21 (2019-20 40,776,023)	26,505,000	5,483,711	Data being verified	n/a	General bus passenger numbers overall have been growing to a current level of around 70% of equivalent pre-Covid levels. Although capacity restrictions and mandatory mask wearing have been lifted on public transport, the return to normal levels of patronage will be dependent on a significant return to office working across the city. The commuter demand, previously a very significant proportion of overall bus usage, has yet to return, with many people continuing to work at home full time. This is particularly affecting Park & Ride usage, which also had a proportionately high level of peak hour (commuter) usage as part of its overall use. (This measure was suspended in 2020-21) There is no in-year target for this measure due to the continuing distortion to activity across public transport. This measure was suspended during 2020-21 but by this point in 2019-20 there had been 841,829 journeys made.	G&R
WC2	BPC438	Increase the % of people living in deprived areas who have access to the internet at home (QoL)	+	92.0%	92.0%	Annual - data not due	Annual - data not due	n/a	This forms part of the Digital Inclusion agenda set by the One City Digital Board, and will be delivered through large-scale Digital Place and smaller-scale Council initiatives. Currently, we have a pilot project delivering broadband into high-rise buildings, plus the promotion of discount schemes currently available via broadband/mobile providers. We are looking longer-term for potential opportunities to provide subsidised access to broadband using Council assets to our tenants and the wider communities.	RE
WC3	BPC266	Increase % of adults with learning difficulties known to social care who are in paid employment	+	5.3%	6.0%	6.3%	6.1%	↑	Our WE WORK for Everyone programme supporting people with learning difficulties or autism has already exceeded its annual into work target and is seeing strong growth which will reflect in further future increases in the employment rate of this demographic.	PE
WC3	BPC268	Increase the number of adults in low pay work & receiving benefits accessing in-work support	+	845	850	203	315	↑	There has been a slight reduction in the level of referrals into our Future Bright programme which is mirrored across the other participating authorities. We have an action plan in place to turn this around and we are about to launch a major marketing campaign.	PE
WC3	BPC323	Increase % of people who see friends and family as much as they want to (QoL)	+	73.2%	76.0%	n/a	n/a	n/a	This measure is updated annually through the Quality of Life survey. Headline results for 2021/22 will be available in Jan '22. Vaccines and end of restrictions will have led to more face to face connectivity. This should lead to an increase. However it is also possible face to face is happening but less often than online or that face to face is happening in addition to online.	PE
WC3	BPC041	Improve the overall employment rate of working age population	+	75.8%	70.0%	77.1%	74.4%	↓	Performance is above target but on a downward trend. This is national data reported in arrears – latest figure covers the period July 20-June 21.	G&R
WC4	BPC533	Increase the percentage of people who feel they can influence local decisions (QoL)	+	21.1%	22.6%	Annual - data not due	Annual - data not due	n/a	This measure is reported annually (in quarter 3). The 2020/21 value (21.1%) showed a significant improvement on the 2019/20 outturn. (18.1%). This measure may be influenced by a range of factors of which consultation and engagement activity is one. Ongoing work which should contribute to improving this PI includes preparation of a Consultation and Engagement Strategy and exploration of how deliberative processes can be embedded to help citizens' shape the council's decisions.	RE

WC4	BPB636	Ratio of consultation response rate for the most and least deprived 20% of Bristol citizens	-	1.91	1.80 (Q2)	1.91	2.18	↓	This PI is significantly worse than target for 2021/22 Q1. The value of this PI can vary significantly in year, because it is influenced by the number of surveys and nature of the proposals in each quarter. The low value in 2021/22 Q2 is due to the limited number of consultations that are measured (only those with 500+ responses), as there were a number of smaller consultations with much higher response rates in deprived areas. Q2 is heavily reflective of the Corporate Strategy Consultation, a subject challenging to engage widely. The Q3 PI is expected to be close to target due to inclusion of the Colston statue survey, which had higher response rates in deprived areas. To increase response rates in deprived areas we are targeting mailings & social media to defined areas and providing paper copies at strategic locations.	
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2021/22 Business Plan: Workplace Organisational Priorities

Bristol City Council (BCC) owned performance indicators:

WOP1	BPB530	Increase the satisfaction of citizens with our services (QoL)	+	47.4%	48.5%	Annual - data not due	Annual - data not due	n/a	This has been on a positive trajectory in recent years and the measure is updated annually through the Quality of Life survey. This response covers the whole range of council services and every interaction with any citizen by any service area can impact the outcome. Results for 2021/22 will be available in Quarter 3 2021/22.	RE
WOP1	BPB523	Maintain appropriate staff turnover	-	6.8%	10%-15%	11.3%	13.0%	↑	The annual rate of turnover has increased from 11.3% in Q1 to 13.0% in Q2. The number of leavers has jumped from 744 to 855. A healthy staff turnover ratio is between 10%-15% which enables fresh skills, ideas and experience to be incorporated into the workforce. Covid resulted in a huge reduction in staff leavers as future economic certainty was unknown, however we have now reverted back to optimum levels.	RE
WOP2	BPB518	Increase the percentage of stage 1 non-statutory complaints that we respond to within 15 days	+	86.0%	85.0%	85.3%	87.6%	↑	Performance is now at its highest level since 2018, at 87.6%. This is both an improvement from Q1 (85.3%), and ahead of the Corporate target (85%). Complaints received in period July 1st to Sep 30th - 1,587. Complaints answered on time (within 15 working days) - 1,391. Complaints not answered on time - 196	RE
WOP2	BPB524	Increase the percentage of staff with a completed annual appraisal	+	new KPI	75.0%	n/a	n/a	n/a	Over the last year we took a light touch approach to performance reviews due to colleagues focusing on Covid response or redeployed to other work to keep essential services running, although managers were encouraged to continue regular conversations with their employees. Earlier this year there was a technical problem with the reporting system for performance appraisals which means that the data is incomplete. This has been resolved for the 6-month review period and we should be able to report in Q3. In the meantime, a pulse survey was run over the summer to ask staff about the frequency and quality of conversations with their manager about performance and development needs. 77% of respondents reported that they had a performance review in the last 12 months and 66% of respondents felt their review was helpful.	RE
WOP3	BPB522	Reduce the average number of working days lost to sickness (BCC)	-	7.6 days	8 days	7.8 days	8.3 days	↓	Sickness has seen an increase from 7.8 days in Q1 to 8.3 days in Q2. When excluding COVID-19 sickness (5,903.5 days lost) from the calculation average days lost decreases to 7.4. We are working with our new service provider on integrating occupational health, employee assistance and physiotherapy provision to support our employee health and well-being priorities. The Council continues to take preventative measures to reduce sickness absence through our revised Workforce Strategy. Workforce sickness trends continue to be regularly monitored through the HR Dashboard by senior leaders.	RE
WOP4	BPB501b	Forecast level of Bristol City Council general financial reserves	+	9.57%	5%-6%	9.17%	9.17%	↑	The current general reserve balance is currently £35.6m against an on-going base budget of £388.8m, this represents 9.17%. This is higher than current policy. The policy has been reviewed as part of the medium term financial plan reported to Cabinet in November 2021 and proposes to increase the target for 2022/23 onwards, on a temporary basis, to 10% of net revenue budget. This is to reflect the uncertain financial climate, as well as the sensitivity and risks in the medium term financial plan.	RE

WOP4	BPB502	Increase the percentage of invoices paid on time	+	85.95%	86.0%	84.57%	84.10%	↓	<p>In month performance levels decreased by 3.04% over the last month, resulting in an decrease of 0.28% in year to date performance. Performance remains under target due to a number of contributory factors which include an increase in volume of invoices compared to last year by 26%. Temporary staff continue to minimise downturn in performance.</p> <p>The supplier incentive scheme is now live however no suppliers have been onboarded as yet. Once reporting is aligned to invoice received date and not invoice date we expect to see an increase in performance. However, for consistency, for the remainder of this fiscal year, performance will continue to be reported on invoice date. From April 2022 performance will be measured against invoice received date which will have a positive impact.</p>	RE
WOP4	BPB503	Council Tax collected as a percentage of budgeted collectible debit	+	95.20%	96.0%	26.70%	51.95%	↓	<p>Council Tax collection for September is 2.03% behind target, equivalent to a deficit of £5.81m. We set an ambitious target for collection this year, and have been receiving lower levels of payment than anticipated, and are therefore forecasting a shortfall for in-year collection at year end. We will shortly be resuming recovery processes and incorporating additional reminder stages, so we can expect higher levels of citizen contact in the coming weeks, followed by an improving position on collection as we work with citizens to make affordable payments.</p>	RE
WOP4	BPB504	Non-domestic rates collected as a percentage of budgeted collectible debit	+	92.24%	93.5%	18.40%	44.67%	↓	<p>Business rates collection for September is 4.53% below target, equivalent to a deficit of £9.6m. Many businesses have missed payments throughout the year, or spread their instalments across 12 months rather than 10, which is contributing to lower payment levels. We will shortly be resuming recovery processes and incorporating additional reminder stages, and will support businesses to apply for the expanded Retail, Hospitality & Leisure (RHL) discount when appropriate.</p>	RE
WOP4	BPB505	Percentage of procurement spend with 'Small and Medium sized Enterprises' (SME's)	+	52.0%	52.2%	Annual - data not due	Annual - data not due	n/a	<p>This is an annually reported KPI. Initiatives in FY21/22 to promote the use of SMEs for delivering contracts include:</p> <ul style="list-style-type: none"> - Prompts for officers placing sub-£25k contracts to ensure they have considered local SMEs - Reviewing standard tender processes and documentation to ensure they are proportionate and SME-friendly. This will include consulting stakeholders such as the Federation of Small Businesses 	RE
WOP4	BPB528	Increase the percentage of employment offers made to people living in the 10% most deprived areas	+	4.7%	6.5%	4.8%	3.6%	↓	<p>The percentage of job offers being made to employees in the most deprived areas has decreased to 3.6% in Q2 from 4.8% in Q1. During Q2 we have seen an increase in the total number of job offers from 1357 in Q2 to 1138 in Q1. We have seen an increase in job offers being made to applicants who live outside of the Bristol Boundary. Vacancy Management processes introduced in June 2021 have meant that the numbers of jobs being advertised has fallen slightly compared to previous quarters. The number of offers being made through apprenticeships also has a significant impact on this metric. Offers made to applicants from disadvantaged socio-economic backgrounds benefit more from apprenticeships than those from non-disadvantaged backgrounds. HR Committee is due to receive a report in December on the work the Council is doing to target apprentices and best effect change in the metric.</p> <p>Recruiting managers are now utilising a new diversity dashboard to measure the diversity of their services. Our recruitment service is also providing specialist advice to Hiring Managers who have an under-representation of diversity in their workgroups</p>	RE



Progress Key
Significantly better than target
Better than target
On Target
Worse than target
Significantly worse than target

Improvement Key	
↑	Direction of travel IMPROVED compared to same period in the previous year
=	SAME as previous same period in the previous year
↓	Direction of travel WORSENE D compared to same period in the previous year

Directorate	
PE	People
G&R	Growth and Regeneration
RE	Resources

[Corporate Strategy - Key Commitments](#)

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Empowering & Caring	
EC1	Give our children the best start in life by protecting and developing children's centre services, being great corporate parents and protecting children from exploitation or harm.
EC2	Reduce the overall level of homelessness and rough sleeping, with no-one needing to spend a 'second night out'.
EC3	Provide 'help to help yourself' and 'help when you need it' through a sustainable, safe and diverse system of social care and safeguarding provision, with a focus on early help and intervention.
EC4	Prioritise community development and enable people to support their community.
Fair & Inclusive	
FI1	Make sure that 2,000 new homes (800 affordable) are built in Bristol each year by 2020.
FI2	Improve educational outcomes and reduce educational inequality, whilst ensuring there are enough school places to meet demand and with a transparent admissions process.
FI3	Develop a diverse economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person.
FI4	Help develop balanced communities which are inclusive and avoid negative impacts from gentrification.
Wellbeing	
W1	Embed health in all our policies to improve physical and mental health and wellbeing, reducing inequalities and the demand for acute services.
W2	Keep Bristol on course to be run entirely on clean energy by 2050 whilst improving our environment to ensure people enjoy cleaner air, cleaner streets and access to parks and green spaces.
W3	Tackle food and fuel poverty.
W4	Keep Bristol a leading cultural city, helping make culture, sport and play accessible to all.
Well-Connected	
WC1	Improve physical and geographical connectivity; tackling congestion and progressing towards a mass transit system.
WC2	Make progress towards being the UK's best digitally connected city.
WC3	Reduce social and economic isolation and help connect people to people, people to jobs and people to opportunity.
WC4	Work with cultural partners to involve citizens in the 'Bristol' story, giving everyone in the city a stake in our long-term strategies and sense of connection.
Workplace Organisational Priorities	
WOP1	Redesign the council to work effectively as a smaller organisation.
WOP2	Equip our colleagues to be as productive and efficient as possible.
WOP3	Make sure we have an inclusive, high-performing, healthy and motivated workforce.
WOP4	Be responsible financial managers and explore new commercial ideas.

Appendix A2 - Definitions and reporting timescales for Performance Indicators

2021/22 Corporate Plan: Empowering & Caring

1: Give our children the best start in life by protecting and developing children's centre services, being great corporate parents and protecting children from exploitation or harm.

PI ref	Measure	Frequency/period reported	Method of calculation
BPC200	Increase the number of in-house Foster Care placements (not including Kinship)	Quarterly (Snapshot)	This records the total number of foster care placements that can potentially be available at maximum capacity in-house excluding any that are approved for kinship placements. This number is larger than the number of foster households as it records 'placements' on any given date, as a snapshot.
BPC216	Percentage children becoming the subject of a child protection plan for a second/subsequent time	Quarterly (Cumulative)	The percentage of children who became subject to a Child Protection Plan at any time during the year, who had previously been the subject of a Child Protection Plan, or on the Child Protection Register of that council regardless of how long ago that was.
BPC222	Increase the take-up of free early educational entitlement by eligible 2 year olds	Annual (Previous Financial Year)	Take up of free educational provision for 2 year olds. Data provided by the DfE and relates to the previous financial year: https://www.gov.uk/government/statistics/education-provision-children-under-5-years-of-age-january-2019

2: Reduce the overall level of homelessness and rough sleeping, with no-one needing to spend a 'second night out'.

PI ref	Measure	Frequency/period reported	Method of calculation
BPB353	Increase the number of households where homelessness is prevented	Quarterly (Cumulative)	This measure reports the number of households where homelessness is prevented as a result of advice provided through a dedicated Housing Advice service funded by a local authority, or in-house housing advice service, to fulfil the authority's statutory duties under section 179(1) of the Housing Act 1996 part VII, as amended by the Housing Act 2002.
BPB357	Reduce the number of households in temporary accommodation	Quarterly (Snapshot)	This measure reports on the numbers of households living in temporary accommodation provided under the homelessness legislation.
BPB358a	Number of households moved on into settled accommodation	Quarterly (Snapshot)	The number of single and family households that have moved from any form of temporary or supported accommodation or who have been housed into settled accommodation as a result of being owed a homelessness duty. (This includes households that have not entered temporary accommodation.)
BPC352b	Reduce the number of people sleeping rough on a single night in Bristol - BCC quarterly Count	Quarterly (Snapshot)	The number of people sleeping rough on a single night within the area of the authority. This is a local count done to the same methodology as the annual count and is intended to provide a snapshot each quarter.

3: Provide 'help to help yourself' and 'help when you need it' through a sustainable, safe and diverse system of social care and safeguarding provision, with a focus on early help and intervention.

PI ref	Measure	Frequency/period reported	Method of calculation
BPB280	Increase the percentage of people who contact Adult Social Care and then receive Tiers 1 & 2 services	Quarterly (Snapshot)	There is a count of count of requests for Adult Social Care support requests and also a record of how many were either signposted to alternate support or provided with lower level support. The inverse percentage being the percentage of requests for support that went onto receive the higher levels of support. Performance is reported on a quarter by quarter basis e.g. Q1 - 55%, Q2 58% etc
BPB281	Reduce the number of service users aged 65+ in permanent Residential & Nursing Care (Snap-shot)	Quarterly (Snapshot)	This records the total number of service users who are in a permanent Residential or Nursing setting who are 65 years or older at the end of the quarter, as a snapshot figure. The formula is: $N = X - Y$ Where x = Number of service users at the end of the quarter who were 65 years and older who are receiving a care home service of either Nursing or Residential Care Where y = Number of service users at the end of the quarter who were 65 years and older who are receiving a care home service of either Nursing or Residential Care who are a carer or receives long-term inhouse service
BPB285	Increase the number of people receiving home care	Quarterly (Snapshot)	This indicator is being measured to demonstrate how BCC commission and utilise alternative Tier 3 (long term care) provision to continue to maximise people's independence at home. This ultimately will reduce the reliance on more traditional Tier 3 care home service which have the highest unit cost. It records the total number of service users who receive externally commissioned home care at the end of the quarter (Excluding carers & in house services) and is reported as a snapshot figure.
BPB307	Increase the number of disabled people enabled to live more independently through home adaptations	Quarterly (Cumulative)	This measure records the number of people enabled to live more independently in their own home as the result of a home adaptation. the Home Adaptations Service operates across both the public and private housing sectors.
BPC270	Increase experience of work opportunities for priority groups	Quarterly (Cumulative)	This measures the number of people who gain experiences of work for identified priority groups - Young people at risk of and currently not engaging in education, employment and training, Children in care or Care leavers (CIC/CL), people with a Learning difficulty and/or disability, people with a disability, Black, Asian and other non-white minority backgrounds (BAME), Returning to work, living in the 25% most deprived lower super output areas, over 55'.

4: Help develop balanced communities which are inclusive and avoid negative impacts from gentrification.

PI ref	Measure	Frequency/period reported	Method of calculation
BPC311	Levels of engagement with community development work	Quarterly (Cumulative)	This measures the number of residents who actively engage in community building conversations throughout the year. This supports an approach which is based on Asset Based Community Development.
BPC312	Increase the percentage respondents who volunteer or help out in their community at least 3 times a year (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BPC314	Reduce the percentage of people who lack the information to get involved in their community (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.

2021/22 Corporate Plan: Fair & Inclusive

1: Make sure that 2,000 new homes (800 affordable) are built in Bristol each year by 2020

PI ref	Measure	Frequency/period reported	Method of calculation
BPB124a	Increase the percentage of major residential planning applications processed within 13 weeks or as otherwise agreed	Quarterly (Cumulative)	Percentage of major residential planning applications by type determined in a timely manner (within 13 weeks) n.b. this includes the category of "applications for prior approval" which are NOT included as part of the statutory returns PS1 and PS2.
BPB375	Reduce the number of empty council properties	Quarterly (Snapshot)	The current number of empty properties as at the end of the measuring period. A property is classified as empty when there is no tenancy in force and the property is void. The number should include all standard voids as well as those classed as undergoing major works, or pending a decision to dispose or demolish.
BPC310	Increase the number of private sector dwellings returned into occupation	Quarterly (Cumulative)	This measures the number of non-local authority-owned vacant dwellings returned to occupation or demolished during the financial year as a direct result of action by the local authority.
BPC425	Increase the number of affordable homes delivered in Bristol	Quarterly (Cumulative)	This records the numbers of social rented and intermediate housing units added to the city's overall housing stock during the year. Affordable housing is defined in the Planning Policy Statement 3 (PPS3) from the Ministry for Housing Communities & Local Government (MHCLG).
BPC430a	Increase the number of new homes in Bristol	Annual (1 year lag)	This measures the net increase in dwelling stock over one year and is calculated as the sum of new build completions, minus demolitions, plus any gains or losses through change of use and conversions.

2: Improve educational outcomes and reduce educational inequality, whilst ensuring there are enough school places to meet demand and with a transparent admissions process

PI ref	Measure	Frequency/period reported	Method of calculation
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BPB225e	Increase the percentage of Final EHCPs issued within 20 weeks excluding exception cases *	Quarterly (Cumulative & 3 months in arrears)	*(this is reported with a 3-month data lag) Number of Education Health Care Plans in the last quarter that were issued within 20 weeks, excluding exception cases, as a percentage of all such statements issued throughout the calendar year. The reported data aligns with the SEN Census reporting (ie a Calendar year)... This means that this KPI is reporting cumulatively and 3 months in arrears: Q1 reports Jan – Mar / Q2 reports Jan – June / Q3 reports Jan – Sept / Q4 reports Jan - Dec
BPC246	Increase percentage of schools and settings rated 'Good' or better by Ofsted (all phases)	Quarterly (Snapshot)	This records the present percentage of schools, across all phases, where the Ofsted inspection rating is 'Good' or better. The DfE published this information at: https://www.gov.uk/government/statistical-data-sets/monthly-management-information-ofsted-school-inspections-outcomes#history

3: Develop a diverse economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person.

PI ref	Measure	Frequency/period reported	Method of calculation
BPB265a	Increase the amount of Bristol City Council Apprenticeship Levy spent	Quarterly (Cumulative)	This measure the amount of budgeted levy money spent on apprenticeships by Bristol City Council as an organisation.
BPC103	Increase the number of Black, Asian and minority ethnic-led businesses supported	Biannual	The number of Black, Asian and minority ethnic-led businesses supported through work commissioned with Black South West Network.
BPC217	Improve the % of 17 - 18 year old care leavers in EET (statutory return - recorded around birthday)*	Quarterly (Cumulative & 3 months in arrears)	*(this is reported with a 3-month data lag) Performance is reported with a 3 month data lag owing to the way the statutory measure is recorded. The percentage of former care leavers aged 17 - 18 who were looked after under any legal status (excl V3 or V41) on 1 April in their 17th year, who were in education, employment or training. These figures also include those care leavers who we are not in contact with.
BPC263a	Reduce the percentage of young people of academic age 16 to 17 years who are NEET & destination unknown	Quarterly (Snapshot)	This measures the percentage of 16 to 17 year olds who are not in education, employment or training (NEET). AND Destination Unknown. Whilst this records data quarter by quarter, unusually the DfE return (and therefore the Q4 figure) is the snapshot for the 3 month period 1st December - last day of February.

4: Help develop balanced communities which are inclusive and avoid negative impacts from gentrification.

PI ref	Measure	Frequency/period reported	Method of calculation
BPC248	Number of hate crimes	Quarterly (Cumulative)	Hate Crime data recorded by Avon & Somerset Police
BPC324	Increase the percentage of people who feel they belong to their neighbourhood (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BPC327	Reduce the percentage of people who have noted "mainly negative effects" from gentrification (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.

2021/22 Corporate Plan: Well Connected

1: Improve physical and geographical connectivity; tackling congestion and progressing towards a mass transit system.

PI ref	Measure	Frequency/period reported	Method of calculation
BPC470	Reduce the percentage of people saying that traffic congestion is a problem in their area (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BPC474	Increase the number of single journeys on Park & Ride into Bristol	Quarterly (Cumulative)	This measures the number of journeys made on Park and Ride (P&R) services in Bristol. Data is supplied by the various commercial operators of P&R designated services
BPC475	Increase the number of passenger journeys on buses	Quarterly (Cumulative)	This measures the number of journeys made on all services which has a boarding point in Bristol. Data is supplied by the various commercial operators of P&R designated services

2: Make progress towards being the UK's best digitally connected city.

PI ref	Measure	Frequency/period reported	Method of calculation
BPB308	Increase the number of people able to access care and support through the use of adaptive technology	Quarterly (Cumulative)	This measure records the number of people enabled to live more independently in their own home as the result of the installation of Technology Enabled Care, and is linked to BPB307 which records the number of homes which has received home adaptations are part of enabling independent living.
BPC438	Increase the percentage of people living in deprived areas who have access to the internet at home (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.

3: Reduce social and economic isolation and help connect people to people, people to jobs and people to opportunity.

PI ref	Measure	Frequency/period reported	Method of calculation
BPC041	Improve the overall employment rate of working age population	Quarterly (Snapshot)	This is the proportion of the working age population (16-64) who are in employment according to the International Labour Organisation (ILO) definition.
BPC266	Increase the percentage of adults with learning difficulties known to social care, who are in paid employment	Quarterly (Cumulative)	The measure shows the proportion of adults with a learning disability who are "known to the council", who are recorded as being in paid employment. The information would have to be captured or confirmed within the reporting period 1 April to 31 March. The definition of individuals 'known to the council' is restricted to those adults of working age with a primary support reason of learning disability support who received long term support during the year. The measure is focused on 'paid' employment. Voluntary work is excluded from the measure. Paid employment is measured using the following two categories: <ul style="list-style-type: none"> Working as a paid employee or self-employed (16 or more hours per week); and, Working as a paid employee or self-employed (up to 16 hours per week).
BPC268	Increase the number of adults in low pay work & receiving benefits accessing in-work support	Quarterly (Cumulative)	This is a cumulative count to show the growth of the Future Bright in work support programme and the new Get Well - Get On programme which focusses on supporting people in work who have mental health of muscle, joint or bone conditions.
BPC323	Increase the percentage of people who see friends and family as much as they want to (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.

4: Work with cultural partners to involve citizens in the 'Bristol' story, giving everyone in the city a stake in our long-term strategies and sense of connection.

PI ref	Measure	Frequency/period reported	Method of calculation
BPB636	Ratio of consultation response rate for the most and least deprived 20% of Bristol citizens	Quarterly (Snapshot)	Ratio of the consultation response rate per 10,000 citizens from people living in the 20% least deprived parts of the city (quintile 5) and the response rate from the 20% most deprived areas (quintile 1). Calculated as the mean of responses for all city-wide consultations with 500 or more respondents, which closed during the year ending in the reporting quarter.
BPC533	Increase the percentage of people who feel they can influence local decisions (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.

2021/22 Corporate Plan: Wellbeing

1: Embed health in all our policies to improve physical and mental health and wellbeing, reducing inequalities and the demand for acute services.

PI ref	Measure	Frequency/period reported	Method of calculation
BPC250	Reduce the percentage of people in Bristol who report below national average Mental Wellbeing (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.

BPC251	Reduce the rate of alcohol-related hospital admissions per 100,000 population	Quarterly (Rolling year 3 months in arrears)	This indicator measures the rate of alcohol related admissions per 100,000 population using Hospital Episode Statistics. The rate is calculated using data on those finished in-year admissions that are classified as ordinary or day cases and that have a primary or subsidiary diagnosis code. Q1 covers April to March, Q2 = July to June, Q3 = October to September, Q4 = January to December.
BPC255	Increase the percentage of people living in the most deprived areas who do enough regular exercise each week (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
2: Keep Bristol on course to be run entirely on clean energy by 2050 whilst improving our environment to ensure people enjoy cleaner air, cleaner streets and access to parks and green spaces.			
PI ref	Measure	Frequency/period reported	Method of calculation
BPC333	Increase the percentage of residents visiting a park or open space at least once a week (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BPC419	Reduce Bristol City Council's own carbon dioxide equivalent (CO2e) emissions	Annual	Carbon Dioxide equivalent emissions from: 1. Council buildings (corporate buildings, leisure centres, council housing (landlord supplies and heating), schools and other operational sites); 2. Street lighting;
BPC433	Reduce carbon dioxide (CO2) emissions across the Bristol local authority area	Annual (18 month lag)	This measures the annual amount of end user CO2 emissions across an agreed set of sectors (housing, roadtransport and business).
BPC434	Reduce the proportion of deaths attributed to particulate air pollution	Annual (2 year lag)	This measure is reported by Public Health England
BPC480	Increase the percentage of monitoring sites that meet the annual air quality target for nitrogen dioxide	Annual (Calendar year)	This measures the percentage of monitoring sites across the city which achieve the air quality target of an annual NO2 concentration below 40µg/m3, when analysed in accordance with Local Air Quality Management exposure criteria. It is published at Q4 as unverified data for the calendar year just finished, prior to sign-off by DEFRA (i.e. calendar year 2021 data to be reported at Q4 2021-22)
BPC540	Reduce percentage of people who feel that street litter is a problem in their neighbourhood (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BPC541	Increase the percentage of household waste sent for reuse, recycling and composting	Quarterly (Snapshot)	This measures the percentage of household waste which is sent for reuse, recycling and composting.
BPC542	Reduce the residual untreated waste sent to landfill (per household)	Quarterly (Cumulative)	This indicator is the number of kilograms of residual household waste collected per household. The Numerator (X) for this indicator is total kilograms of household waste less any household waste arisings sent for reuse, sent for recycling, sent for composting, or sent for anaerobic digestion. The Denominator (Y) is the number of households as given by the dwelling stock figures from the Council Taxbase.
3: Tackle food and fuel poverty.			
PI ref	Measure	Frequency/period reported	Method of calculation
BPC258	Reduce the percentage of households which have experienced moderate or worse food insecurity (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BPC259	Percentage of households in the most deprived areas who have used a food bank or charity in the last year (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BPC334	Reduce the percentage of the population living in Fuel Poverty	Annual (2 year lag)	Fuel poverty in England is measured using the Low Income High Costs (LIHC) indicator where a household is considered to be fuel poor if: - They have required fuel costs that are above average (the national median level) and were they to spend that amount, they would be left with a residual income below the official poverty line. The data for this measure is supplied by the Department of Business, Energy and Industrial Strategy
4: Keep Bristol a leading cultural city, helping make culture, sport and play accessible to all.			
PI ref	Measure	Frequency/period reported	Method of calculation
BPB253	Increase the number of attendances at BCC leisure centres and swimming pools	Quarterly (Cumulative)	This measures attendances at BCC leisure centres and swimming pools on a monthly cumulative basis. Occasionally the latest month is delayed and in those instances the month indicated in brackets.
BPB410	Increase the number of visitors to Bristol Museums, Galleries and Archives	Quarterly (Cumulative)	This measures visitors to Bristol Museums, Galleries and Archives and is taken from automated counters as well as snap shot surveys.
BPC256	Increase the percentage of adults in deprived areas who play sport at least once a week (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BPC411	Increase the percentage of people who take part in cultural activities at least once a month (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
BPC412a	Increase the % satisfied (in deprived areas) with the range and quality of outdoor events (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.
2021/22 Corporate Plan: Workplace Organisational Priorities			
1: Redesign the council to work effectively as a smaller organisation.			
PI ref	Measure	Frequency/period reported	Method of calculation
BPB523	Maintain appropriate staff turnover	Quarterly (Cumulative)	This measures staff turnover by considering the numerator as the total number of leavers; including those who retire, or leave involuntarily due to dismissal or redundancy over the period; and the denominator as the average total number of staff employed over the period....The aim is to keep the level at between 10-15%
BPB530	Increase the satisfaction of citizens with our services (QoL)	Annual (Survey)	The Quality of Life (QoL) survey is carried out annually and asks Bristol residents about a wide range of topics such as health, lifestyles, community, local services and living in Bristol.

2: Equip our colleagues to be as productive and efficient as possible.			
PI ref	Measure	Frequency/period reported	Method of calculation
BPB518	Increase the percentage of stage 1 non-statutory complaints that we respond to within 15 days	Quarterly (Snapshot)	The percentage of stage 1 non-statutory complaints that were respond to within 15 days.
BPB524	Increase the percentage of staff with a completed annual appraisal	Annual	This indicator is based on figures for the latest performance lifecycle (i.e. at least one face-to-face appraisal must have taken place in that 12 month period), and calculated using headcount of staff eligible for a performance review. Apply to permanent and temporary staff only. Casual staff (i.e. those not employed on a regular basis but when a particular need arises) and those employed by outside contractors (e.g. private companies), are not to be counted.
3: Make sure we have an inclusive, high-performing, healthy and motivated workforce.			
PI ref	Measure	Frequency/period reported	Method of calculation
BPB522	Reduce the average number of working days lost to sickness (BCC)	Quarterly (Rolling year)	This performance indicator measures the levels of sickness each quarter is reported on a 'rolling year' basis and the last quarter will reflect the whole year's performance - The quartley reports are presented: <ul style="list-style-type: none"> • 2020/21 Q1 will report the 1 Jul 20 - 30 Jun '21 figure • 2020/21 Q2 will report the 1 Oct '20 - 30 Sept '21 figure • 2020/21 Q3 will report the 1 Jan '21 - 31 Dec '21 figure • 2020/21 Q4 will report the 1 Apr '21 - 31 Mar '22 figure
BPB528	Increase the percentage of employment offers made to people living in the 10% most deprived areas	Quarterly (Snapshot)	This measures the percentage of employment offers made to people living in the 10% most deprived areas as a percentage of all offers made
4: Be responsible financial managers and explore new commercial ideas.			
PI ref	Measure	Frequency/period reported	Method of calculation
BPB501b	Forecast level of Bristol City Council general financial reserves	Quarterly (Snapshot)	The level of general reserves (which is the £20m) as a percentage of the net General Fund Budget – and shouldn't fall under 5%. $(a/b)*100$, where: a= General reserve b= Net revenue budget
BPB502	Increase the percentage of invoices paid on time (BCC)	Quarterly (Cumulative)	This measures the percentage of undisputed invoices for commercial goods and services paid to external contractors and suppliers during the year by the authority within mutually agreed terms or 30 days if such terms do not exist, as a percentage of all such invoices paid by the authority in the year. Authorities may exclude invoices sent to schools and paid from delegated school budgets if they wish. Time starts from the date the authority (not the payment section) receives the invoice.
BPB503	Council Tax collected as a percentage of budgeted collectible debit	Quarterly (Cumulative)	This measures the percentage of the estimated net collectable debit for council taxes net of benefit. Against the total receipts council taxes; net of refunds granted in respect of the present year only.
BPB504	Non-domestic rates collected as a percentage of budgeted collectible debit	Quarterly (Cumulative)	This measures the percentage of the estimated net collectable debit in respect of non-domestic. Against the total receipts of non-domestic rates, net of refunds granted in respect of the present year only.
BPB505	Increase the percentage of procurement spend with 'Small and Medium sized Enterprises' (SME's)	Annual	This PI measures the percentage of Bristol City Council's overall procurement expenditure committed to SME's. The aim is to support BCCs policy to ensure that SMEs have the opportunity to bid for and win council contracts. The calculation is: $(SME\ procurement\ spend / Total\ procurement\ spend)*100$.

Decision Pathway – Report

PURPOSE: For reference

MEETING: Cabinet

DATE: 06 January 2022

TITLE	Corporate Risk Management Report – Q3 2021/22		
Ward(s)	City wide		
Authors: Ben Hooper and Paul Dury	Job title: Risk and Insurance Senior Officers		
Cabinet lead: Councillor Cheney	Executive Director lead: Mike Jackson		
Proposal origin: BCC Staff			
Decision maker: For noting Decision forum: For noting			
Purpose of Report:			
<ol style="list-style-type: none"> 1. The report provides an update current significant strategic risks to achieving the Council’s objectives as set in the Corporate Strategy 2018-2023 and summarises progress in managing the risks and actions being taken as at Quarter 3 2021-22. 			
Evidence Base:			
Context			
<ol style="list-style-type: none"> 1. The Corporate Risk Report (CRR) is a key document in the council’s approach to the management of risk; it captures strategic risks set out in the Corporate Strategy 2018-2023. It also provides a context through which Directorates construct their own high-level risk assessments and is used to inform decision making about business planning, budget setting, transformation and service delivery. 2. The CRR provides assurance to management and Members that Bristol City Council’s significant risks have been identified and arrangements are in place to manage those risks within the tolerance levels agreed. It should be noted that ‘risk’ by definition includes both threats and opportunities, which is reflected in the CRR. 3. The Accounts and Audit Regulations 2015 require the council to have in place effective arrangements for the management of risk. These arrangements are reviewed each year and reported as part of the Annual Governance Statement (AGS). Ensuring that the Service Risk Registers (SRR), Directorate Risk Reports (DRR) and the Corporate Risk Reports (CRR) are soundly based will help the council to ensure it is anticipating and managing key risks to optimise the achievement of the council’s objectives and prioritise actions for managing those risks. 4. Ensuring that the Service Risk Registers (SRR), Directorate Risk Reports (DRR) and the Corporate Risk Reports (CRR) are soundly based will help the council to ensure it is anticipating and managing key risks to optimise the achievement of the council’s objectives and prioritise actions for managing those risks. 5. The registers and reports are a management tool. They need regular review to ensure that the occurrence of obstacles or events that may put individual’s safety at harm, impact upon service delivery and the council’s reputation are minimised, opportunities are maximised and when risks happen, they are managed and communicated to minimise the impact. 6. The CRR summary of risks is attached to this report at Appendix A is the latest position following a review by managers and Directors. 			

Corporate Risk Report - Summary of Corporate Risks:

7. Cabinet are asked to note the CRR as a working summary report of the critical and significant risks from the Service Risk Registers as at December 2021
8. The CRR sets out the critical, significant and high rated risks both threats and opportunities. All other business risks reside on the Service Risk Registers and reported through the DRRs.
9. Members of the EDM’s reviewed the DRRs in December 2021 to form the CRR. Cabinet are asked to accept the attached CRR as a working summary report of the critical and significant risks from the Service Risk Registers.
10. The CRR sets out the significant critical and high rated risks both threats and opportunities. All other business risks reside on the Service Risk Registers and reported through the Directorate Risk Reports and the Corporate Risk Report.
11. The Q3 21-22 Corporate Risk Report (CRR) as at 23rd December 2021 contained:

Threat Risks	Opportunity Risks	External / Contingency Risks
• 2 critical	• 0 significant	• 0 critical
• 18 high	• 2 high	• 2 high
• 4 medium	• 0 medium	• 0 medium
• 1 new	• 0 new	• 1 new
• 1 improving	• 0 improving	• 0 improving
• 1 deteriorating	• 0 deteriorating	• 0 deteriorating
• 0 de-escalating	• 0 de-escalating	• 0 de-escalating
• 0 closed	• 0 closed	• 1 closed

12. A summary of risks (Threat and Opportunities) for this reporting period are set out below.
13. There are two critical threat risks:
 - CRR32 - Failure to deliver enough affordable Homes to meet the City’s needs. The risk rating being 4x7 (28) critical threat risk. This is managed on the Growth and Regeneration Service Risk Register.
 - CRR35 - Organisational Resilience. The risk rating being 4x7 (28) critical threat risk. This is managed on the Resources Service Risk Register.
14. There is one new threat risks:
 - CRR45 - Failure to deliver statutory duty in respect of the safeguarding of Children. The risk rating being 3x3(9) medium threat risk. This is managed on the People Service Risk Registers. This is a newly identified risk for this quarter.
15. There is one improving threat risks:
 - CRR9 - Safeguarding Vulnerable Children. The risk rating being 3x7 (21) high threat risk improving from a 4x7 (28) critical threat risk level. This risk is managed on the People Service Risk Registers.
16. There are three deteriorating threat risks:
 - CRR35 Organisational Resilience. The risk rating being 4x7 (28) critical threat risk deteriorating from a 3x7 (21) high risk rating. This is managed on the Resources Service Risk Register.
17. There is one new external threat risk:
 - BCCC4 Covid-19 Population Health. The risk rating being 3x5 (15) high threat risk. This risk was managed on the Growth and Regeneration Service Risk Register.
18. There is one closing external Threat Risk:
 - BCCC3 Covid-19. The risk rating being 4x7 (28) critical threat risk. This has been closed and replaced with BCCC4 Covid-19 Population Health and the impact of Covid on the council captured in CRR35 Organisational Resilience’s causes and what we are doing sections with detail on the approach in respect of new Covid-19 variants.
19. The closed risks are now reflected within individual risks across the Council’s Service Risk Registers.
20. All risks on the CRR have management actions in place.
21. It is not possible to eliminate the potential of failure entirely without significant financial and social costs. The challenge is to make every reasonable effort to mitigate and manage risks effectively, and where failure occurs, to learn and improve.

Cabinet Member / Officer Recommendations:
That Cabinet

- Notes the current strategic risks and mitigating actions being taken to reduce to within tolerance.

Corporate Strategy alignment:
Managing risks are an integral element to the achievement of the BCC Corporate Strategy deliverables.

City Benefits:
Risk Management aims to maximise achievement of the council's aims and objectives by reducing the risks to those achievements and maximising possible opportunities that arise.

Consultation Details: none

Background Documents:
<https://democracy.bristol.gov.uk/documents/s28767/10 Appendix A - BD11378 - Risk Management Assurance Policy Jan 2019.pdf>

Revenue Cost	£	Source of Revenue Funding	Insert specific service budget name
Capital Cost	£	Source of Capital Funding	e.g. grant/ prudential borrowing etc.
One off cost <input type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

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

1. Finance Advice: The CRR is a live document refreshed regularly following consultation across the organisation, and aims to provide assurance that the council's main risks have been identified and appropriate mitigations are in place to ensure they are managed within agreed tolerances. This includes, as set out in the annual budget report, measures to ensure appropriate financial provision is made through the budget planning process and reserves. The Council should ensure it has sufficient resource available to implement actions required to bring risks down to a tolerable level.

Finance Business Partner: Michael Pilcher, Chief Accountant 02/12/2021

2. Legal Advice: The Corporate Risk Register enables the Council to monitor and manage identified risks and mitigations to ensure good governance and compliance with its statutory and other duties. Advice will be given separately in relation to any specific legal issues that may arise from the risks identified.

Legal Team Leader: Nancy Rollason, Head of Legal Service and Deputy Monitoring Officer 02/12/2021

3. Implications on IT: The Digital Transformation Team remain committed to undertaking the mitigation activities pertaining to the service risks. We are instigating additional dialogue around the Corporate approach to 'roll-up' risks such as Suitability of LOB systems, Cyber Security, and IT Resilience whereby ownership and mitigation activity should be led by the responsible service areas and reported individually. We are working with Risk colleagues to improve the alignment of different risk registers and approaches and gain a single view of risk within the new risk management software tool.

IT Team Leader: Simon Oliver, Digital Transformation Director 02/12/2021

4. HR Advice: It is essential that staffing resources are appropriately deployed to manage risks and bring them to a tolerable level and in particular the critical risks that are identified in the report. There are no other HR implications arising from the CRR report.

HR Partner: Mark Williams, Head of Human Resources 02/12/2021

EDM Sign-off	Mike Jackson	22/12/2021
Cabinet Member sign-off	Councillor Craig Cheney	06/01/2022
For Key Decisions - Mayor's Office sign-off		Not applicable

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



Corporate risk performance summary for threat risks

Risk Code and Title	Page Number	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix
CRR32 - Failure to deliver enough affordable Homes to meet the City's needs.	5	28 	 Likelihood Impact	28 	 Likelihood Impact	28 	 Likelihood Impact
CRR35 - Organisational Resilience	10	21 	 Likelihood Impact	21 	 Likelihood Impact	28 ↓ 	 Likelihood Impact
CRR9 - Safeguarding Vulnerable Children	7	28 ↓ 	 Likelihood Impact	28 	 Likelihood Impact	21 ↑ 	 Likelihood Impact
CRR13 - Financial Framework and Medium Term Financial Plan (MTFP)	8	21 	 Likelihood Impact	21 	 Likelihood Impact	21 	 Likelihood Impact
CRR10 - Safeguarding Adults at Risk with Care and support needs	12	21 	 Likelihood Impact	21 	 Likelihood Impact	21 	 Likelihood Impact
CRR39 - Adult and Social Care major provider/supplier failure	14	14 	 Likelihood Impact	21 ↓ 	 Likelihood Impact	21 	 Likelihood Impact
CRR7 - Cyber Security	16	20 	 Likelihood Impact	20 	 Likelihood Impact	20 	 Likelihood Impact
CRR25 - Suitability of Line of Business (LOB) systems.	17	20 	 Likelihood Impact	20 	 Likelihood Impact	20 	 Likelihood Impact

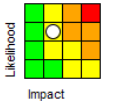
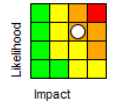
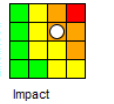
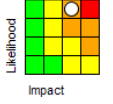
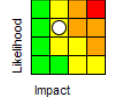
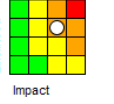
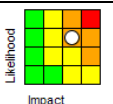
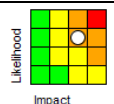
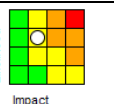
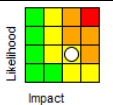
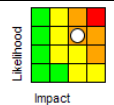
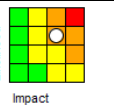
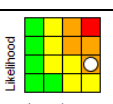
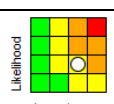
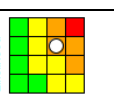
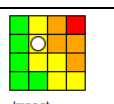
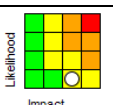
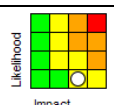
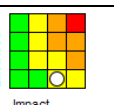
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Appendix A – Corporate Risk Register as at December 2021

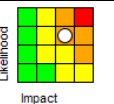
Risk Code and Title	Page Number	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix
CRR37 - Homelessness	18	20 		20 		20 	
CRR41 - Long Term Major Capital Projects	15	28 		20 		20 	
CRR6 - Fraud and Corruption	19	15 		15 		15 	
CRR12 - Failure to deliver suitable emergency planning measures and respond to and manage emergency events when they occur	21	15 		15 		15 	
CRR5 - Business Continuity and Council Resilience.	22	15 		15 		15 	
CRR40 - Unplanned Investment in Subsidiary Companies	24	15 		15 		15 	
CRR29 - Information Security Management System (ISMS)	28	20 		15 		15 	
CRR4 - Corporate Health, Safety and Wellbeing	29	20 		15 		15 	
CRR18 - Failure to deliver enough homes to meet the City's needs.	31	15 		15 		15 	

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




Appendix A – Corporate Risk Register as at December 2021

Risk Code and Title	Page Number	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix
CRR27 - Capital Transport Programme Delivery	32	9 ↓		15 ↓		15 ↓	
CRR23 - Adult and Social Care (ASC) Transformation Programme 2020/21-2021/22	36	20 ↓		15 ↑		15 ↓	
CRR15 - In-Year Financial Deficit	26	15 ↓		15 ↓		15 ↓	
CRR36 - SEND	34	10 ↓		10 ↓		10 ↓	
CRR26 - ICT Resilience.	35	14 ↓		10 ↑		10 ↓	
CRR45 - Failure to deliver statutory duty in respect of the safeguarding of Children	38					9 NEW	
CRR34 - Corporate Equalities	39	5 ↓		5 ↓		5 ↓	













Corporate risk performance summary for external and civil contingency risks

Risk Code and Title	Page Number	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix
BCCC4 – COVID-19 Population Health	41					15 NEW	





Appendix A – Corporate Risk Register as at December 2021

Risk Code and Title	Page Number	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix
BCCC1 – Flooding	42	15 	 Likelihood Impact	15 	 Likelihood Impact	15 	 Likelihood Impact

Corporate risk performance summary for opportunity risk

Risk Code and Title	Page Number	Q1 Rating	Q1 Risk Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix
OPP1 – One City Approach	45	21 	 Likelihood Impact	21 	 Likelihood Impact	21 	 Likelihood Impact
OPP2 – Corporate Strategy	44	14 	 Likelihood Impact	14 	 Likelihood Impact	14 	 Likelihood Impact

Corporate risk performance summary for closing/de-escalating risks

Risk Code and Title	Page Number	Q1 Rating	Q1 Risk Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix
BCCC3 - COVID-19	N/A	28 	 Likelihood Impact	28 	 Likelihood Impact	Replaced	Replaced

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Corporate Threat Risks

Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR32 - Failure to deliver enough affordable homes to meet the City’s needs.</p> <p>Failure of the City to deliver to the Mayoral Target of 1000 affordable homes per year by 2024. Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing in the City prove to be ineffective.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Subsidy availability • Insufficient land available • Uncertainty in the housing market as a result of Covid-19 • Not enough planning applications submitted • Not enough planning permissions granted • Inability of the housebuilding industry to deliver at this level • Increased uncertainty in the market due to Brexit • Lack of capacity within the council’s delivery system and the local market • Insufficient housing land identified in strategic planning documents 		4	7	28	3	5	15
<p>What we have done</p> <p>Continue to deliver a targeted grant funding programme to subsidise the delivery of affordable homes. A review to strengthen the grants policy, focus BCC grant to top HE funding (funders of last resort - making our funding go further) and maximise delivery is just starting.</p> <p>Working collaboratively with Homes England to maximise subsidy in schemes to provide as much affordable housing as possible. New framework for regular collaboration and review in place, focussing on both BCC direct delivery and RP delivery.</p> <p>Requiring a minimum of 30% affordable housing on land released by the Council.</p> <p>Created a single multi-disciplinary Housing Delivery Team and additional capacity with Property, Planning, Highways and Legal.</p> <p>Released land.</p>	<p>What we are doing</p> <p>Provide targeted Affordable Housing Grant Funding.</p> <p>Working Closely with Homes England to ensure additional subsidy is secured.</p> <p>Identifying opportunities to acquire additional affordable homes off the shelf.</p> <p>De-risk the outstanding allocated sites in the City to prepare a pipeline of investable development opportunities for future delivery.</p> <p>Ensure affordable Housing is negotiated to policy requirement on all eligible housing sites. Issuing up to date planning guidance on affordable housing to reflect national policy changes.</p> <p>New internal frameworks established for working collaboratively to resolve issues that exist on Residential planning applications and conditions discharge.</p> <p>Review & amendment of Affordable Housing Practice note in 2021/22.</p> <p>Preparing to dispose of a second tranche of sites for community-led housing,</p>						

Appendix A – Corporate Risk Register as at December 2021



<p>Issued grants to Registered Providers (RPs).</p> <p>Established a Local Housing Company (Goram Homes).</p> <p>Secured funding from Homes England under HIF and Accelerated Construction and Community Development in order to release further housing land.</p> <p>Successful bid for OPE BFLR funding to support Community Led housing delivery by unlocking a site at Barton Hill.</p> <p>Improved our monitoring of affordable housing delivery and pipeline including identification of where HDT can unblock barriers to delivery</p>		<p>including proposals to fund the support services of the WoE Community Housing hub who work with CLH groups in the City and bidding for LGA HAP funding to better support the disposals programme.</p> <p>Bidding for second round funding through OPE BFLR fund to unlock a second CLH site.</p> <p>Supporting other service areas of the Council to deliver specialist affordable housing solutions.</p> <p>Working with Planning Policy colleagues on the development of emerging local plan policies for affordable housing</p> <p>Developing the Housing Delivery Plan 2021-24 to identify the upscaling of delivery to meet the Mayoral target of delivering 1000 AH homes in 2023/23.</p>					
<p>Risk Owners:</p>	<p>Executive Director Growth and Regeneration, Director Development.</p>	<p>Action Owners:</p>	<p>Director Development of Place and Head of Housing Delivery.</p>	<p>Portfolio Flag:</p>	<p>Housing</p>	<p>Strategic Theme:</p>	<p>Fair and Inclusive</p>



Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR9 - Safeguarding Vulnerable Children</p> <p>The council fails to prevent increased risk of harm to children, resulting in harm or death to a vulnerable child.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Demand for services exceeds service capacity and capability. • Inadequate controls result in harm. • Increase in child protection, complex safeguarding risks, criminal exploitation, serious youth violence and gang affiliation. • Hidden harm resulting from periods of lockdown, increased stress in families and service disruption during COVID • Placement failure due to COVID infection across children’s home or fostering households. • An increase in demand of 6% evident across care population - specific pressures are clear for teenagers and unaccompanied children requiring our care 		3	7	21	1	7	7
What we have done	What we are doing						
<p>Quality Assurance and performance framework in place and reported on at regular intervals through to cabinet members and Scrutiny.</p> <p>DCS quarterly assurance report to Corporate Leadership Board and action taken to address areas for improvement.</p> <p>The Keeping Bristol Safe Board provides independent scrutiny of children’s safeguarding and safer communities' arrangements in the city and holds BCC and partner agencies to account.</p> <p>Services and structure aimed at ensuring delivery of a safe system of work for safeguarding children and communities.</p> <p>Recent inspection activity (Inspection of Local Authority Children's Services) and peer review indicates that progress has been made across services in ensuring children/adults are safeguarded. (Sep 2018 and Dec 2021)</p>	<p>Reviewing areas of specific vulnerability and implementing improvements:</p> <ul style="list-style-type: none"> • reviewing resource and performance for missing children • reviewing quality assurance practice to ensure consistent quality of audits and sufficient number • working with a strategic partner to review and redesign extrafamilial harm pathway and services • reviewing child sexual abuse pathway with partners • revising (as part of KBSP) Threshold document • implementing 'Safe and Together' approach to Domestic Abuse in families 						
<p>Risk Owners: Executive Director People, Director Children’s and Families Services.</p>	<p>Action Owners: Director Children’s and Families Services.</p>	<p>Portfolio Flag: Children and Young People</p>	<p>Strategic Theme: Our Organisation, Empowering and Caring, Wellbeing.</p>				

Appendix A – Corporate Risk Register as at December 2021



Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR13 - Financial Framework and Medium Term Financial Plan (MTFP)</p> <p>Failure to be able to reasonably estimate and agree the financial 'envelope' available, both annually and in the medium-term and the council is unable to set a balanced budget.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Failure to achieve Business Rates income- appeals/general economic growth/loss of major sites (in budget setting). • Economic uncertainty impact on locally generated revenues - business rates and housing growth, impacting on council tax, new homes bonus and business rate income. • Brexit - the general uncertainty affecting the financial markets, levels of trade & investment. • Governments spending review 2020. • Review of local Government funding through fair funding formula and business rates retention. • Impact of Covid-19 on key income sources. • Inadequate budgeting & budgetary control/Financial Settlements & wider fiscal policy changes:- • The potential for new funding formulas such as fair funding, business rates retention to significantly reduce the government funding available to the council alongside possible increase in demand for council services. • Embedding of the new national funding formula for schools and High Needs. • Political failure to facilitate the setting of a lawful budget. • Unable to agree a deliverable programme of propositions that enable the required savings to be achieved. • Insufficient reserves to mitigate risks and liabilities and provide resilience. • Rising inflation could lead to increased costs. • Judicial review. 		3	7	21	2	3	6
<p>What we have done</p> <p>The Council manages its financial risks through a range of controls including budget preparation, budget setting and a Budget Accountability Framework. Clear roles and responsibilities for managing, monitoring and forecasting income and expenditure against approved budgets are in place.</p> <p>2021 Budget presented and approved by Council February 2021.</p> <p>The council has developed a strong rolling Medium-term financial planning process to enable the strategic objectives and the statutory duties are met. We are working to ensure a rigorous structure exists to oversee the budgetary control process from budget setting through to monitoring, oversight and scrutiny including:</p> <ul style="list-style-type: none"> • The maintaining of the evolving financial model that reflects in a timely manner changes in national and local assumptions. • The level of reserves and balances are regularly reviewed to ensure that account is taken of any financial/economic risk and the adequacy of general reserves is determined as part of this exercise. • Financial Regulations and Financial Scheme of Delegation is in place. • Regular in-year monitoring and reporting, review of future financial plans and assessment of financial risks and reserves are undertaken to ensure the financial plans are delivered. • Changes to savings in year are monitored by delivery executive. • Planned skills development remains a key priority which will include commercial and business acumen. This will be an ongoing and aligned with professional development. 	<p>What we are doing</p> <p>The impact of Covid-19 has had a significant impact on the financial sustainability of the organisation in the short term and long term. There is a significant immediate reduction in some of the Council's key income streams and also significant costs associated with the response. The 2021/22 set an indicative balanced position for the medium term, however due to imminent changes in local government funding and also significant uncertainty about medium term impact on Covid-19 there remains significant risk to the on-going financial position.</p> <p>All underlying assumptions in the financial outlook will be reviewed as any economic downturn will significantly impact Council Tax growth and receipts as well as business rates retention.</p> <p>A review will be ongoing to identify a programme of propositions that exceed the forecasted budget gap to provide members with options and headroom for variations in financial estimates.</p> <p>CIPFA Financial Management Code for Local Authorities has been released for full</p>						

Appendix A – Corporate Risk Register as at December 2021



· Ensuring that Bristol City Council is engaged with or receiving timely feedback from the range of Government working groups exploring future local funding. Refreshed of the MTFP and Capital Strategy and expanded our model to take in a longer-term view.		implementation from April 2021.	
Risk Owners: Chief Executive and Director of Finance (S151 Officer).	Action Owners: Director of Finance (S151 Officer), Chief Accountant.	Portfolio Flag: Finance, Governance and Performance	Strategic Theme: Our Organisation



Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR35 - Organisational Resilience</p> <p>Emerging risks, disruptions and disturbances can threaten the operations and reputation of the Council. Acute shocks and the impact of chronic stresses result in crises which are becoming an everyday occurrence. The landscape in which the council operates is rapidly and continually changing, often unpredictably.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Environmental hazards, Economic and social change, Geo-political change, Natural disasters, Climate change, Health/ disease risk (including emergence of new Covid-19 variants), Terrorism, Cyber-crime 		4	7	28	2	5	10
<p>What we have done</p> <p>In the past quarter we have reviewed Recovery progress (including receiving an internal audit report on its governance) and also a wide evidence base as part of preparing for an update of the Council’s medium term Corporate Strategy and Medium-Term Financial Plan. We have added ‘Resilience’ as a key design principle for the council within the refreshed draft Corporate Strategy 2022-27, and planned sessions for engaging senior managers and staff in this.</p> <p>We have identified a need to review business continuity planning to gain assurance on its effectiveness, ensure lessons from Covid-19 response are built in, and that in key business areas these plans are actively rehearsed. This has been embedded within Service Planning for 2022/23.</p> <p>Plans to create a Strategic Crisis Management Plan are on hold whilst the Corporate Resilience Group is re-scoped and relaunched, enabling it to take on board Covid-19 response learning as part of developing this Plan.</p> <p>We have continued to respond to emerging external threats and issues, including monitoring, horizon scanning and planning through several forums, including the Local Resilience Forum/ResCG multi-agency work, reconvening the council’s internal Business Continuity Group and holding a preparatory meeting of the internal Severe Weather Group ahead of winter 21/22.</p>	<p>What we are doing</p> <p>Work will continue to launch and embed a new Corporate Strategy which includes design principles for the organisation and what its priorities are for the coming 3-5 years, making it central to both resilience and recovery planning as they become part of 'business as usual' within the context of the so-called 'new normal'.</p> <p>We are reviewing energy prices and provision in light of national issues.</p> <p>Business continuity plans are being reviewed and more testing of these undertaken as part of a longer-term programme to provide assurance on continuity arrangements. Given the scale of services the Council provides, this will need to be undertaken in a prioritised and targeted way.</p> <p>We are continuing to prepare for emergency situations, including capturing learning from a counter-terror exercise in November 2021, and supporting an NHS mass casualty exercise and Bristol Airport exercise before Christmas 2021.</p> <p>Work is also being done to reinvigorate the Corporate Resilience Group and take on-board learning from the prolonged Covid-19 response in how we manage resilience and plan for the future.</p> <p>We are mapping and continually monitoring compound pressures affecting us and considering threats during winter 21/22, including holding a discussion with city partner representatives to compare threats and issues facing us all. The ongoing Covid-19 crisis (including the emergence of the Omicron variant) alongside the seasonal flu and the mental and physical impacts of prolonged challenging circumstances continues to present health risks to citizens and staff. This alongside well publicised national issues affecting supply chains and fuel/energy prices, presents an ongoing critical level of risk to the organisation.</p>						

Appendix A – Corporate Risk Register as at December 2021



Risk Owners:	Chief Executive	Action Owners:	Director Policy, Strategy & Partnerships	Portfolio Flag:	Finance, Governance and Performance	Strategic Theme:	Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing
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Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR10 - Safeguarding Adults at Risk with Care and support needs.</p> <p>The council fails to ensure adequate safeguarding measures are in place, Adults at risk.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Adequacy of controls. • Management and operational practices. • Demand for services exceeds capacity and capability. • Poor information sharing. • Lack of capacity or resources to deliver safe practice. • Failure to commission safe care for adults at risk. • Failure to meet the requirements of the ‘Prevent Duty’ placed on Local Authorities. • Increased destitution in families, impacting on mental ill health, managing increased infection within the population. (COVID19) • Increased isolation. (COVID19) • Carer strain / resilience. (COVID19) • Absence of building based services whilst we have reduced community solutions. (COVID19) 		3	7	21	1	7	7
<p>What we have done</p> <p>Bristol has the Keeping Bristol Safe Partnership (KBSP), which covers Adult Safeguarding, Children’s Safeguarding and Community Safety. The Board has senior executive representation and ensures a strong focus on matters of strategic concern. The Keeping Bristol Safe Board provides independent scrutiny of adult safeguarding in the city and holds BCC and partner agencies to account. The Keeping Adults Safe board reports into the KBSP and has oversight of adult safeguarding priorities. KBSP business plan priorities are agreed and being actioned and regularly reviewed.</p> <p>The Adult Social Care Transformation programme has been established to implement policy objectives of delivering financial sustainability and ‘right positioning’ care delivery in the Bristol health, care, and wellbeing system.</p> <p>An active strategy is in place to attract, recruit and retain social workers through a variety of routes with particular emphasis on experienced social workers. Regular strategies and campaigns support the recruitment and retention of high calibre social workers and managers, with competent agency social workers and managers used on temporary basis to fill vacancies.</p> <p>All key staff working with people directly at risk are trained in the essentials of safeguarding and BCC has an ongoing awareness-raising ‘Prevent’ training programme.</p>	<p>What we are doing</p> <p>Social workers and other social care practitioners are working with multi-agency partners supporting adults and older people to live safely within their families and communities.</p> <p>Planning placed based approaches to include working with micro providers.</p> <p>The Adults Delivery Group is up and running and a new Transitions theme has also been instituted. Whilst the Covid-19 situation has changed the complexion of adult safeguarding, it is anticipated that the likelihood and impact of incidence will be similar This is being monitored through Power BI and reported to DMT by exception.</p> <p>Services operating within Covid guidance and are provision a near to normal to pre Covid. Business Continuity response enacted to manage increased demand, potential gaps in workforce or services.</p> <p>Development and delivery of an Adults Multi-agency Safeguarding Hub as a priority for the partnership</p>						


Appendix A – Corporate Risk Register as at December 2021

<p>Community Finance Support Scheme meets regularly to respond to provide financial protection to adults with Care and Support needs who are unable to protect themselves and have no one willing or unable to act on their behalf.</p> <p>Annual report shared with Elected Members to allow for scrutiny of progress of the KBSP.</p> <p>The quality assurance and performance visits to teams</p> <p>Corporate safeguarding policy in draft and going to Cabinet to be agreed and signed off.</p> <p>Regular attendance at Channel, MARAC (Multi Agency Risk Assessment Conference) and Multi Agency Public Protection Arrangements are in place (MAPP) with BCC contributors to support risk management.</p> <p>Safeguarding Discussion Forum set up to ensure complex or stuck cases are addressed in a timely manner.</p> <p>Improving Performance-Developed a new data collection with Power BI which is entering its testing phase.</p> <p>Focused work is being undertaken to address the backlog in safeguarding referrals due to reduced capacity and an action plan is in place. Agency staff agreed to increase capacity within the safeguarding adults team. Flow and capacity issues in the First teams have an action plan being constructed for sign off at Director level.</p> <p>Commissioning capacity has increased this to lead on monitoring and assuring quality in the care sector with clear links to adult safeguarding. Provider failure process is enacted to support and manage whole service risks.</p> <p>Corporate safeguarding policy in draft and going to CLB to be agreed and signed off procedures being written to accompany this for publication on the Source. Strategic Safeguarding Leads Group Meeting set up.</p> <p>Improving Performance-Developed a new data collection with Power BI which tested and is live.</p>		<p>Power BI data set being used to monitor performance, trends, timeliness alongside auditing.</p> <p>Review of Safeguarding Pathways and creation of Standard Operating Procedures and Performance Clinics.</p> <p>Highlight reporting of concerns and issues monthly.</p>	
<p>Risk Owners: Executive Director People, Director Adult Social Care.</p>	<p>Action Owners: Director Adult Social Care.</p>	<p>Portfolio Flag: Adult Social Care</p>	<p>Strategic Theme: Strategy Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>

Appendix A – Corporate Risk Register as at December 2021

Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR39 - Adult and Social Care major provider/supplier failure</p> <p>Failures or closures in the supply chain mean insufficient supply to source adequate appropriate support and meet Care Act needs.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Major national care home provider goes into liquidation or starts to sell care homes. Major local provider/unable to meet demand due to recruitment / workforce/ or organisational issues. 		3	7	21	2	7	14
<p>What we have done</p> <p>As of 11/10/2021 ASC supply of key forms of care is in crisis due primarily to workforce shortages. Homecare, services to access the community and supported living are the key services at risk of not enough supply of care (in-house or externally commissioned) to meet needs. Daily review of supply and sustainability issues and x3 week business continuity meetings across operations, commissioning and brokerage and wider system calls on hospital demand and OOH flow. All document in an ASC business continuity risk log and plan and overall supply picture is documented in a weekly SITREP provided by commissioning. Strong contract and performance management including quarterly corporate reporting on quality. Cost pressures increasing and seeking investment from health to join up approaches and support supply and flow in all care pathways. Provider Financial sustainability process in place working alongside procurement colleagues. Work on managing market prices albeit this is challenging in current climate.</p>	<p>What we are doing</p> <p>1) sourced PH Covid money to support investment in supply of care for vulnerable people 2) funding VCSE organisations such as Age UK Home Support service and other organisations to deliver care at home 3) continuing incentive schemes and block contracts to try to better ensure/ guarantee supply of care, mainly homecare and 4) provider crisis meetings to work through these wicked issues, mainly workforce related, and solutions as they see them.</p> <p>Timely distribution of Government funding (e.g., Infection Control Fund) and use of LA (Local Authorities) discretionary payments to support providers. Innovative use of Workforce Capacity fund to support bank staff project and wellbeing and resilience training for care workers, funding for Proud to Care projects.</p> <p>Continued and increased QA (Quality Assurance) team intervention and prevention work with providers. Fortnightly liaison meetings with CQC and CCG reps and closer working with neighbouring authorities. Fortnightly meetings with Care Provider association and key city providers to assess and plan risks to the sector and wider monthly provider forum.</p> <p>Review of Provider Financial Sustainability process- updating of paperwork and process more transparent and collaborative with providers as new factors emerging (e.g. rising insurance costs, Brexit). Updating of continuity plan and Provider Failure policy to address impact of pandemic.</p>						
<p>Risk Owners: Executive Director People, Director Adult Social Care.</p>	<p>Action Owners: Director Adult Social Care</p>	<p>Portfolio Flag: Adult Social Care.</p>	<p>Strategic Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>				

Appendix A – Corporate Risk Register as at December 2021

Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR41 - Long Term Major Capital Projects</p> <p>BCC'S long-term major capital projects may require greater than anticipated investments.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> The cost is higher than expected, The project is delivered later than planned, The operating and maintenance cost of the asset exceeds expectations, Strategic, geographic, social, financial and economic conditions changing over time, Oversight of Project Interdependencies not well managed, Insufficient in-house resources to progress major projects lead to missed opportunities to leverage third party investment, Failure to anticipate and secure investment and resources to deliver enabling works and infrastructure 		4	5	20	1	7	7
<p>What we have done</p> <p>Corporate Leadership Board (CLB) / Capital and Investment Board (CIB) meets on a monthly basis and has an oversight and stewardship role for the delivery of the Capital Programme and investments.</p> <p>The Growth and Regeneration (G&R) Board meets monthly and is a strategic forum for the review and monitoring of regeneration assets and growth programmes and projects – enabling effective decision-making and ensuring alignment with the wider objectives of the Council.</p> <p>The G&R Board has identified a number of Areas of Growth and Regeneration (AGR) across the City to enable place shaping and contribute to regeneration, affordable housing, community building and the financial sustainability of the Council and the AGR are regularly reviewed and re-prioritised by the G&R Board.</p> <p>The Covid-19 pandemic continues to impact on the delivery of some major projects owing to restrictions placed on based working, supply chain partners furloughing staff, and building material suppliers only delivering to critical construction projects.</p> <p>Capital Strategic Partner, Arcadis, appointed in February 2021 and mobilisation phase concluded in May 2021. A dedicated Programme Director from Arcadis attends the Growth and Regeneration Executive Director Meetings (EDM) and G&R Board; and the programme has started to deliver.</p> <p>The introduction of enhanced highlight and exception reporting at the G&R Board has had a positive impact on overall 'grip' of the portfolio. Project officers now routinely come to G&R board to provide an overview of progress on an exception basis.</p>	<p>What we are doing</p> <p>We have done and we continue to review and prioritise / re-prioritise programmes and projects and other deliverables in the light of the on-going global Covid-19 pandemic, as well as assessing its impact on long-term commercial investments and major capital project delivery.</p> <p>The recent appointment of the Capital Strategic Partner is starting to have an impact on the performance culture across major capital programmes. There will be quarterly review meetings between BCC's Senior Leadership and the Strategic Partner to review performance and progress with Capital Programme delivery.</p> <p>Workshops organised in July 2021 to review and refresh the Capital Programme. To be followed in August 2021 by a similar workshop to review Capital receipting/disposal. There will be a more comprehensive review/reset of the Capital Programme as part of the annual service planning process in the Autumn 2021.</p> <p>Work is on-going in conjunction with the Strategic Partner to enhance and improve Programme and Project reporting. This work feeds into the CIB process to create a stronger sense of joined up programme management across BCC. In addition, we are trialling a recommended approach to embedded assurance with some key Capital Projects.</p>						
<p>Risk Owners: Executive Director Growth and Regeneration.</p>	<p>Action Owners: Executive Director Growth and Regeneration and Director Economy of Place.</p>	<p>Portfolio Flag: Mayor and Finance, Governance and Performance.</p>	<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>				



Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR7 - Cyber Security</p> <p>The Council's risk level in regard to Cyber-security is higher than should be expected.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Lack of investment in appropriate technologies. • Reliance on in-house expertise, and self-assessments (PSN). • Lack of formal approach to risk management (ISO27001). • Historic lack of focus. 		4	5	20	1	5	5
<p>What we have done</p> <p>As well as technical controls, the Council continues to carry out regular Phishing attack exercises where we are sending emails to staff to see how users react to this type of Cyber Attack. Anyone clicking on links is directed towards targeted training.</p> <p>The Information Governance (IG) and ICT team will continue to work together to support the SIRO to develop appropriate targeted training for all Council staff relating to cyber security.</p> <p>The IG Team are continuing to work with ICT and Microsoft on the delivery of technical controls.</p>	<p>What we are doing</p> <p>Further technical controls are being implemented with support from ICT colleagues.</p> <p>External Audit has been undertaken to provide assurance and help with direction of travel for mitigating activities. These are being managed by InfoSec team and reported via the IG Board.</p> <p>Team continue to upskill via training and other means.</p> <p>Work with ICT colleagues continues and discussions around cementing roles and responsibilities is being undertaken</p> <p>Audit work by external partners has confirmed the direction of travel and mitigating actions required for this Risk. IG continue to work on implementing those actions, oversight being provided by the IG Board.</p>						
<p>Risk Owners: Chief Executive, Senior Information Risk Owner (SIRO).</p>	<p>Action Owners: Head of Information Assurance, Information Governance.</p>	<p>Portfolio Flag: Finance, Governance and Performance</p>	<p>Strategic Theme: Our Organisation</p>				

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Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR25 - Suitability of Line of Business (LOB) systems.</p> <p>The Council has reliance on legacy software systems which cause a number of risks due to; 1. Supportability from internal IT resource 2. The supportability of the hardware utilised 3. Lack of alignment to strategy and therefore a blocker to Digital Transformation 4. Within an appropriate support contract 5. Legacy data used for current work (GDPR) 6. Lack of Information (Cyber) Security controls 7. High cost where alternative core Council solutions exist</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Sovereignty within service areas, and a lack of motivation to change. • Cost of transition. • Lack of knowledge of which systems are problematic and the impacts of these. • Lack of understanding of impact. • Lack of ownership from Information Asset Owners. • Lack of documentation pertaining to software systems and ownership of strategy. • Post avoidance of replacing systems. <p>This is seen as an IT problem, not one for the software system owners.</p>		4	5	20	2	5	10
<p>What we have done</p> <p>Initiated audit of all council Line of Business (LoB) systems.</p>	<p>What we are doing</p> <p>Undertake comprehensive review of all software systems and identify potential risks (as per threat risk description). Place all risks into an Operational Risk format. Risks will be scored and any known mitigation noted. This will be presented to CLB for further review and to agree action plan.</p> <p>IT Services continue to highlight risks and shortcomings with systems (in an informal manner) to Heads of Service and Senior Leadership whilst the on-going formal review continues. We continue to work with Information Assurance colleagues regarding those systems which may perpetuate a Cyber Security or Information Management risk. Ensure that Line of Business (LOB) systems that pose a Cyber Security, Procurement or Resilience/Recovery risk are identified and service areas understand the risks to their services.</p> <p>Where appropriate ensure that these risks are articulated to Risk, BCP and procurement colleagues, and to the SIRO, as appropriate.</p>						
<p>Risk Owners: Director, Digital Transformation, Senior Information Risk Owner (SIRO) for Cyber Security. Service Areas for BCP/DR.</p>	<p>Action Director, Digital Owners: Transformation.</p>	<p>Portfolio Flag: Finance, Governance and Performance</p>	<p>Strategic Our Organisation Theme:</p>				



Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR37 - Homelessness</p> <p>The risk that homelessness and the subsequent cost of providing emergency short term accommodation will continue to rise.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • The ending of the eviction ban • Unemployment rising leading to an increase in evictions from private rented tenancies. • COVID 19 and lockdown leading to an increase in mental health issues, family relationship breakdown and domestic violence & abuse. 		4	5	20	3	5	15
<p>What we have done</p> <p>Continuing to progress the One City move on project, which is delivering additional move on accommodation for people that are homeless. This includes: Securing funding through the first two rounds of the rough sleeper accommodation programme and have submitted a bid for the third round Successfully moved on most households placed in Temporary Accommodation through our everyone in initiative. This has reduced the number of households from a peak of 1122 to 960. Initiated a project with the aim of reducing the net unit cost of Temporary Accommodation. Opportunities being explored and prioritised. Ongoing work with the wider homelessness sector, advice agencies and key partners identifying opportunities to work collaboratively around early intervention and the prevention of homelessness. Bristol has secured a £3.3 million grant from the Ministry of Housing, Communities and Local Government’s (MHCLG) three-year ‘Changing Futures’ scheme. Delivery starts now and runs until March 2024. We have been working closely with commissioners of domestic abuse services and providers to support move on from refuge accommodation.</p>	<p>What we are doing</p> <p>The number of households in Temporary Accommodation is 960 compared with 650 before COVID and is not reducing. Introduce longer term contracts for Temporary Accommodation that will reduce the net unit cost of TA to BCC. Ongoing work with the broader homelessness sector, advice agencies and key partners to develop proposals and opportunities to work collaboratively around early intervention and prevention of homelessness. We continue to progress the Move On Project. Bringing online additional supported move on accommodation funded from our successful bids. BCC is working with partners in developing and delivering its changing futures scheme. Prioritise the use of Discretionary Housing Payments for homelessness prevention/tenancy sustainment. We have been awarded £610k from DLUCH to support low income Private renting tenants who have been impacted by the pandemic and prevent homelessness.</p>						
<p>Risk Owners: Executive Director Growth and Regeneration, Director Housing.</p>	<p>Action Owners: Director Housing.</p>	<p>Portfolio Flag: Housing</p>		<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>			



Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR6 - Fraud and Corruption</p> <p>Failure to prevent or detect acts of significant fraud or corruption against the council from either internal or external sources.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Heightened levels of fraud, including cyber fraud, as criminals attempt to exploit the COVID-19 pandemic. • Relaxation of controls in current emergency environment (Covid 19) as payments and support are being dispersed quickly in line with government requirement. • Failure of management to implement a sound system of internal control and/or to demonstrate commitment to it at all times. • Not keeping up to date with developments, in new areas of fraud. • Insufficient risk assessment of new emerging fraud issues. • Lack of clear management control of responsibility, authorities and / or delegation • Lack of resources to undertake the depth of work required to minimise the risks of fraud /avoidance. This potential cause is highlighted at this time given the potential impact of the current pandemic situation and with staff redeployed to support the emergency response. • Under investment in fraud prevention and detection technology and resource. 		3	5	15	3	3	9
<p>What we have done</p> <p>The Council's exposure to fraud remains so we continued to use analytic tools and additional resources to perform both prepayment and post payment assurance checks.</p> <p>We continued to work across the region in undertaking prepayment checks on government grants to minimise fraud losses in the region.</p> <p>An audit on Cyber Security was completed and the actions arising from this review enhance our fraud and cyber controls.</p> <p>We continued to participate in anti-fraud exercises including the National Fraud Initiative.</p> <p>We have procured as a short term measure the Cabinet Office Fraud Hub to enable more frequent and regular matching of the data.</p> <p>Work is ongoing through a project board chaired by the Council's Section 151 Officer to implement a longer-term solution for a fraud hub.</p> <p>We have implemented recommendations arising from the independent review of the Council's Whistleblowing</p>	<p>What we are doing</p> <p>We are continuing to undertake post-payment checking against Covid grants to identify and investigate potential fraudulent claims.</p> <p>Output from the National Fraud Initiative data matching exercise is being reviewed including new reports relating to Covid grants.</p> <p>Work continues to improve the Whistleblowing process and awareness of it.</p> <p>We are implementing the Cabinet Office Fraud Hub as a short-term solution to enable more frequent and regular matching of the data.</p> <p>Work continues through the Bristol Fraud Hub Project to develop an Outline Business Case for consideration by CLB by end of Quarter 2.</p> <p>We are reviewing the costing model for fraud related activities across the Council.</p>						

Appendix A – Corporate Risk Register as at December 2021



arrangements. We participated in the International Fraud Week in November where we completed a series of activities to raise the risk of fraud including a blog by the Chief Internal Auditor.			
Risk Owners: Chief Executive and Director of Finance (S151 Officer).	Action Owners: Director of Finance, Chief Internal Auditor.	Portfolio Flag: Finance, Governance and Performance	Strategic Theme: Our Organisation



Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR12 - Failure to deliver suitable emergency planning measures and respond to and manage emergency events when they occur</p> <p>If the City has a Major Incident, Contractor Failure or the council inadequately responds, then the impact of the event may be increased with a greater impact on people and businesses.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Emergency risks not identified and prepared for. • Lack of trained and available responding staff. • Emergency roles and responsibilities not embedded. 	■	3	5	15	1	5	5
<p>What we have done</p> <p>CPU have supported the Covid response and responded effectively to concurrent incidents including fatal industrial accidents, residential fires, water and utility outages and protests.</p> <p>BCC has a leading role within the Local Resilience Forum.</p> <p>Severe weather incidents are monitored via the SWIMS system.</p> <p>Emergency planning training with multi-agency exercising in place. Duty director rota in place.</p> <p>24/7 Operations Centre provides effective monitoring for the city and a coordinator role in response and recovery.</p> <p>Recruitment of a fixed term Civil Protection Officer to support Covid response.</p> <p>Covid emergency has stretched BCC's emergency response capacity and created additional strains and pressures. Managed through BAU and business continuity planning and escalation.</p> <p>BCC took receipt of the South West's share of the National Emergency Mortuary Equipment in July 2018 and arrangements for establishing Flax Bourton Public Mortuary as a dedicated disaster mortuary are in place.</p> <p>Review of COMAH (Control of Major Accident Hazards) Plan complete</p>	<p>What we are doing</p> <p>Restarted the Corporate Resilience Group, directorate leads in place.</p> <p>Continuing to work closely with the LRF.</p> <p>Held our winter preparation weather meeting</p> <p>Horizon scanning internally and LRF on the overlapping risk this winter and the mitigations needed.</p> <p>Corporate exercise being planned for Autumn 2021.</p> <p>Introduction to Emergency Planning e-learning package will soon be available for all staff.</p>						
<p>Risk Owners: Executive Director Growth and Regeneration, Director Management of Place.</p>	<p>Action Owners: Director Management of Place, and Civil Protection Manager.</p>	<p>Portfolio Flag:</p>	<p>Finance, Governance and Performance</p>	<p>Strategic Theme:</p>	<p>Our Organisation, Wellbeing.</p>		



Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR5 - Business Continuity and Council Resilience.</p> <p>If the council has a Business Continuity disruption and is unable to ensure the resilience of key BCC operations and business activities, then the impact of the event maybe increased with a greater impact on people and council Services.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Strikes (People, Fuel). • Loss of key staff (communicable diseases (Covid - illness and self-isolation) and influenza. • Loss of suppliers / supply chain disruption. • Loss of accommodation to deliver key services. • Loss of equipment / infrastructure, including utilities. • Any event which may cause major disruption - e.g. severe weather • Unavailability of IT and/or Telecoms. • Knowledge loss. • Reduced chances of preventing/ responding to incidents due to a lack of forward planning or investment. 		3	5	15	1	5	5
<p>What we have done</p> <p>A number of Policies, procedures and arrangements are in place including duty rotas for key service areas and the Deputy Director rota.</p> <p>The Covid Continuity Group has now been stood down. However, it has been established as a successful model for managing business continuity challenges and is being written into plans to be reconvened when necessary in future.</p> <p>The review of Service Level Business Continuity Plans planned for January 2021 was delayed by the Covid second wave. Although some of this work will be addressed in the project outlined above, a wider review needs to be re-scheduled.</p> <p>Business Continuity Awareness Week took place between 17th and 21st May and we are working with Internal Communications to ensure messages to managers encourage review of continuity arrangements.</p> <p>CPU continue to lead exercises to support service response and continuity (e.g. election resilience).</p> <p>We continue to work closely with partners through the LRF to understand Covid, EU Exit Risks and other risks and the impact they may have on continuity</p>	<p>What we are doing</p> <p>Due to risk due to cyber security and the ability of critical services to manage continuity in the event of a loss of IT services, a project is being developed across CPU, IT and Information Assurance to: review and finalise the list of critical services and the IT they depend on; increase services understanding of the resilience they can expect from IT; ensure that BC plans align with disaster recovery schedules; improve the quality of the BC arrangements services have in place to manage IT outages; place the review and maintenance of service BC plans on a 'corporate governance programme'.</p> <p>BIA and BCPs are required to be submitted as part of the service planning process.</p>						

Appendix A – Corporate Risk Register as at December 2021



Risk Owner:	Executive Director Growth and Regeneration Chief Executive, Director Management of Place.	Action Owner:	Director Management of Place and Civil Protection Manager.	Portfolio Flag:	Finance, Governance and Performance	Strategic Theme:	Our Organisation, Wellbeing.
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Appendix A – Corporate Risk Register as at December 2021

Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR40 - Unplanned Investment in Subsidiary Companies</p> <p>BCC'S investments in subsidiaries may require greater than anticipated capital investment.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Failure to have effective corporate governance arrangements in place in one or more of the companies. • Failure to ensure the right leadership with the right skills across the Companies. • Business Failure due to severe economic downturn caused by external factors (incl. Pandemic & Brexit). • Service delivery failure as a result of specific market changes (e.g., recycle market, housing market, volatility in gas and electricity market prices, delays in timing of income from customer heat network connections), failure to secure planning etc. • Delivery of BE2020 wind up within financial envelope. • Legislation changes. 	-	3	5	15	1	7	7
<p>What we have done</p> <p>A Governance Review has been commissioned to consider the governance arrangements in respect of the companies and any potential amendments that may be required to the associated governance documents.</p> <p>The Terms of Reference for the Shareholding Group (SHG) have been updated.</p> <p>Audit & Risks Committee (ARC) established across the companies to review internal controls, governance and risks management and have along with the SHG overseen the establishment of a risk management framework.</p> <p>Annual business plans have been submitted for BHL, BWC and Goram Homes outlining their financial position, outlook and 21/22 investment requirements. 21/22 plans have been approved by Cabinet and delivery against plan reviewed by BHL and SHG.</p> <p>Shareholder support has been secured for key appointments and reserved matters published.</p> <p>Pandemic financial pressures are managed over the medium term for eligible response expenditure.</p> <p>Effective engagement is occurring with BHL re reserved matter decisions and wider engagement with BCC Client teams to review performance of the companies and set clear KPIs.</p> <p>Working capital facilitates (repayable loans) are in place as agreed within the relevant business plans and provision available to support the assumptions for winding up of BE2020. Cashflow are monitored in line with the agreement for requesting draw downs.</p> <p>Specialist advisors are working alongside BE2020 and BHL to finalising the windup of the company.</p>	<p>What we are doing</p> <p>Business plan for Bristol Heat Network BHN is in the process of being finalised for Cabinet approval - Q4 21/22.</p> <p>Business plans for other BHL subsidiaries are also in the process of being reviewed and presented to Cabinet for approval - Q4 21/22.</p> <p>BCC / BHL continue to monitor risks and improve the alignment of risk management arrangements - ongoing at this time.</p> <p>BCC's latest Capital Strategy for 2022/23-2031/32 regarding loans to subsidiary organisations now limits BCC's maximum exposure to the lower of 10% of the Council's general fund capital financing requirement or to £70m - November 2021</p>						


Appendix A – Corporate Risk Register as at December 2021



<p>The governance review in respect of the Council’s companies has now been completed and an implementation plan agreed.</p> <p>The early engagement with the Council’s Holding Company and subsidiaries will continue as part of the 2022/23 business planning process.</p> <p>SHG will regularly review delivery of agreed actions from the governance review.</p> <p>ARC will report annually to BCC Audit Committee on the effectiveness of internal controls, governance and risks – in line with BCC Audit Committee workplan.</p> <p>Board Effectiveness reviews to be part of BHL annual workforce planning – ongoing.</p> <p>Continued monitoring of the impact of Covid / Brexit on the business and adaptive approach being proposed for optimising emerging opportunities and mitigating pressures – ongoing.</p> <p>Effective engagement with BHL re reserved matter decisions and wider engagement with BCC Client teams to review performance, quality and set clear KPIs – ongoing.</p> <p>Weekly progress review provided and regular review of assumptions, cash flow and risks – ongoing.</p>			
<p>Risk Owners: Chief Executive and S151 Officer.</p>	<p>Action Owners: Director Finance, Director Legal and Democratic Services.</p>	<p>Portfolio Flag: Finance, Governance and Performance</p>	<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>

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Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR15 - In-Year Financial Deficit</p> <p>The council’s financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council’s reserves policy.</p> <p>Key potential causes are: • A failure to appropriately plan and deliver savings. • Unscheduled loss of material income streams. • Increase in demography, demand and costs for key council services. • The inability to generate the minimum anticipated level of capital receipts. • Insufficient reserves to facilitate short term mitigations, risks and liabilities. • Interest rate volatility impacting on the council’s debt costs. • Impairments in our commercial Investments are realised. • Response to inadequate SEND inspection in 2019, Increased demand for EHCPs, Lack of specialist provision in Bristol, increased compliance to statutory requirements in relation to SEND.</p>		3	5	15	1	5	5
<p>What we have done</p> <p>BCC’s Financial framework ensures that we have in place sound arrangements for financial planning, management, monitoring and reporting through to Corporate Leadership Team and Cabinet.</p> <p>The ongoing review and due diligence of all budget savings by Delivery Executive, Corporate Leadership Board and the Executive continues to be captured and monitored in the reports to Cabinet.</p> <p>The Policy and Budget Framework provides clear guidance in relation to the approval process for supplementary funding both capital and revenue.</p> <p>We have continual oversight and ongoing management of the council’s financial risks and deep dives in areas reported of non-containable pressures.</p> <p>Regular reviews have been undertaken on the level and appropriateness of the earmarked reserves and where redirections have been south reported to Cabinet.</p> <p>Dedicated Schools Grant</p> <ul style="list-style-type: none"> • A detailed Management Plan is in development, using the DfE’s recommended framework - The deficit and development of the plan was discussed with the DfE in Spring 21. The DfE were not requesting a formal submission at this time. • Re-alignment of Education Transformation programmes to align with DSG management plan • A High Needs Block Task and Finish Group has been established - chaired by a member of Schools Forum • An Early Years Block Task and Finish Group has been established - chaired by a member of Schools Forum • The Management plan was discussed and noted at Schools Forum meeting in June and November 2021 • DSG financial deep dive took place in November 2021 • Self-assessment undertaken against DfE Safety Valve measures 	<p>What we are doing</p> <p>The latest budget monitoring indicates significant risks to achieving a balanced position in 2021/22. The impact of Covid-19 has been offset in part by additional Government funding and there are corporate mitigations for the residual pressures, however this must be closely managed to ensure spend remains within approved resources.</p> <p>Any risks not related to Covid will require individual mitigations and recovery plans which are to be developed in the coming months to reduce the likelihood of unplanned drawdown from reserves at year end.</p> <p>Ensuring engagement at local, regional and national level in round table and working groups to keep abreast the spending review, Business Rates retention and new funding formulas for Local Government. To ensure funding for Bristol is maximised and impact of changes are fed into our long-term financial planning and strategic planning.</p> <p>Ensure that there are sufficient reserves available to provide the Council with some resilience to material variations in spend forecasting and economic shocks.</p> <p>We will carry out frequent re-assessment of service delivery risks and opportunities and risk and other reserves.</p> <p>Dedicated Schools Grant</p>						




		<ul style="list-style-type: none"> Continued analysis of demand data and management levers Ongoing delivery of Phase 2 programmes Identification and testing of further mitigations Proposal for Phase 3 of Education Transformation programme - focus on gaps in Safety Valve actions along with sector-based early intervention and support Continued analysis of mitigations and impact of Education Transformation to forecast long term spend and delivering best value 	
Risk Owners:	Director of Finance (S151 Officer).	Action Owners:	Director of Finance (S151 Officer), Chief Accountant.
		Portfolio Flag:	Finance, Governance and Performance
		Strategic Theme:	Our Organisation



Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR29 - Information Security Management System (ISMS)</p> <p>There is a risk that if the council does not have an Information Security Management System then it will not be able to effectively manage Information Security risks.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Ineffective Information Security Management System, inadequate resources to create and maintain an ISMS, management buy in and support to operate an ISMS. 		3	5	15	1	5	5
<p>What we have done</p> <p>Information Assurance are continuing to work with ICT and IGB on implementing an Information Security Management System. Plans for implementation, supported by internal audit will be built in to the 21/22 service plan.</p> <p>A number of policies have already been rolled out, new policies continue to be developed.</p>	<p>What we are doing</p> <p>New and updated policies are being rolled out with oversight from IGB Information Governance Tool will support the roll out and wider awareness and communications.</p> <p>Gap analysis and roll out have been included as a workstream within GDPR Phase 2 project.</p> <p>Online tool is being used to roll out policies, alongside further guidance and awareness campaigns, supported by the regular phishing campaigns.</p> <p>Audit work by external partners has confirmed the direction of travel and mitigating actions required for this Risk. IG continue to work on implementing those actions, oversight being provided by the IG Board.</p>						
<p>Risk Owners: Senior Information Risk Owner (SIRO).</p>	<p>Action Owners: Senior Information Risk Owner (SIRO) and Statutory Data Protection Officer (SDPO).</p>	<p>Portfolio Flag:</p>		<p>Finance, Governance and Performance</p>	<p>Strategic Theme:</p>	<p>Our Organisation</p>	

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Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR4 - Corporate Health, Safety and Wellbeing</p> <p>If the City Council does not meet its wide range of Health & Safety requirements then there could be a risk to the safety of employees, visitors, contractors, citizens and BCC corporate body.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • If services do not have sufficient staff numbers to carry out work plans in a safe way. • If services are not able to order appropriate equipment required for staff safety. • Lack of appropriate equipment. • Lack of appropriate training. • Lack of oversight and control by local management. • Lack of information on the potential or known risks. • Inadequate contract management arrangements. • Lack of effective processes and systems consistently being applied Policies are not kept up to date. 		3	5	15	3	5	15
<p>What we have done</p> <p>The Corporate Health, Safety and Wellbeing Team continue to provide general, targeted and specialist health, safety and wellbeing advice, guidance and provide assurance to the Council on compliance. This team is the owners of all policy and procedure and continue to undertake a programme of review and revision. The 5-year health, safety and wellbeing strategy sets the direction of travel and the yearly work plan. This has just been revised. The new Fire Safety Management system has been developed and piloted and is currently being published (October 2021) and rolled out across the Council. The CHaSMs monitoring system has been reviewed and is currently being updated to ensure it provides better assurance. This is in response to the Audit report and audit action plan.</p> <p>The new integrated OH, EAP and Physiotherapy contract is working well and provides a good service across the Council.</p> <p>Continue to ensure that buildings remain COVID secure.</p> <p>New Accident Incident Reporting System will go live October 2021</p> <p>CDM, Legionella and Asbestos procedures have been revised and will go out for consultation in November 2021.</p>	<p>What we are doing</p> <p>Responding to the Actions required from the Health and Safety Audit.</p> <p>Set an audit programme for key areas of risk taken from MI (CHaSMs OH referrals, EAP,) this includes stress and musculoskeletal. The programme of monitoring is underway and includes these areas of work. The monitoring programme runs until March 2022. We will provide feedback to each manager and any required action from the monitoring visits.</p> <p>Developing a new training and development programme for health, safety and wellbeing. This includes online face to face and blended. This is still underway and is planned for April 2022.</p> <p>Continuing to deliver mandatory training including stress risk assessment, fire safety, lone working, legionella and asbestos awareness. Delivering face to face refresher for MHFA and Team Teach.</p> <p>The health and wellbeing plan continues to support the workforce organisational strategy and key actions including reasonable adjustments training which is currently being revised with a plan to roll out to all managers during 2021/2022.</p> <p>A document plan has been developed to review all health and safety procedures to ensure they are user friendly and meet legal requirements.</p> <p>Reviewing arrangements for CDM across the Council including developing a robust policy and</p>						



		<p>procedure.</p> <p>Reorganising the Corporate Health Safety and Wellbeing Team to be able to respond effectively to the key priorities.</p> <p>There is a delay in the roll out of the new accident incident system. The development work is taking longer than anticipated.</p>					
Risk Owners:	Chief Executive and Corporate Leadership Board (CLB), Director of Workforce Change.	Action Owners:	Director of Workforce Change, Head of Health Safety and Wellbeing.	Portfolio Flag:	Finance, Governance and Performance	Strategic Theme:	Our Organisation

Appendix A – Corporate Risk Register as at December 2021

Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR18 - Failure to deliver enough homes to meet the City's needs.</p> <p>Failure of the City to deliver to the Mayoral Target of 2000 new homes per year by 2024. Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing offer across the city prove to be ineffective and do not attract and retain economically active residents.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Not enough planning applications submitted • Not enough planning permissions granted • Insufficient housing land identified in strategic planning documents • Inability of the housebuilding industry to deliver at this level • Increased uncertainty in the market due to Brexit and Covid-19. 	-	3	5	15	1	3	3
<p>What we have done</p> <ol style="list-style-type: none"> 1. Granted planning permissions. 2. Secured additional grant funding for infrastructure. 3. Released land. 4. Issued grants to Registered Providers (RPs). 5. Established a Local Housing Company (Goram Homes). 6. Secured funding from Homes England under HIF and Accelerated Construction and Community Development in order to release further housing land. 7. Manage a targeted grant funding programme to subsidise the delivery of affordable homes. 8. Introduced the Affordable Housing Practice Note. 9. Worked collaboratively with Homes England to maximise subsidy in schemes to provide as much affordable housing as possible. 10. Required a minimum of 30% affordable housing on land released by the Council. 11. Created a single multi-disciplinary Housing Delivery Team and additional capacity with Property, Planning, Highways and Legal. 	<p>What we are doing</p> <ol style="list-style-type: none"> 1. We are addressing all areas of provision including: Community Led Housing (CLH), Registered Providers (RPs) and Direct Delivery, (New Council Homes). 2. We are have completed a Service Review of Housing Delivery Team and have recruited to new posts. 3. Significant land release programme to Registered Partners (RPs). 4. External funding bids have secured infrastructure funding to accelerate delivery. 5. Monitoring the impact of a coronavirus and Brexit on the Housing Market 6. Revised the Affordable Housing Grant Funding Policy to ensure it is relevant and assist the delivery of new affordable homes. 7. Working Closely with Homes England to ensure additional subsidy is secured 8. Pipeline of site approved for Goram Homes to deliver around 1700 new homes 9. New working arrangements between Housing Delivery Team and Development Management focussing on unlocking barriers to determination and accelerating permissions. 						
<p>Risk Owners: Executive Director Growth and Regeneration, Director Development of Place.</p>	<p>Action Owners: Director Development of Place.</p>	<p>Portfolio Flag: Housing</p>		<p>Strategic Theme: Fair and Inclusive</p>			




Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR27 - Capital Transport Programme Delivery</p> <p>Management of the overall transport capital programme is key to ensuring we deliver against mayoral priorities in the most cost and time efficient way possible. Failure to do so negatively impacts the council's reputation and finances and makes the council less likely to reduce congestion, air pollution and inequality.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Overspend on individual schemes leading to uncontrollable cost pressures • Underspend on annual profile • Lack of coordination and programme management across divisions • COVID - 19 • Loss of resource and inability to recruit 	-	3	5	15	2	3	6
<p>What we have done</p> <p>Transport Programme Team and Delivery Board established. Prepared paperwork and highlight reporting process initiated. Regular briefings and reporting to senior management and cabinet members. 5-year capital programme mapping process underway. Regular reviews with directors taking place, workshop carried out to examine governance and for further improvements to processes.</p>	<p>What we are doing</p> <p>COVID-19 lockdown has restricted progress of all non-essential capital programme schemes. This is in part due to the non-essential nature of schemes but also down to the inability to carry out site surveys, engage and consult appropriately and to process TROs. We have restarted processing TROs following revised government guidance. We are also reviewing the whole programme in light of the challenges posed by COVID-19.</p> <p>Working with Transport Planning Team (TPT) and other managers to develop systems further engaging with Directors of Economy of Place and Management of Place, to develop proposals for overall improved management of capital programme and recruitment of appropriate resource levels.</p> <p>We continue to develop Transport Planning Team (TPT), Transport Programme Delivery Board (TPDB) and highlight report processes which are governed by the Growth and Regeneration (G&R) Board (monthly meeting).</p> <p>5 Year mapping ongoing.</p> <p>The Emergency Active Travel Fund (EATF) announced by the Department for Transport (DfT) has meant reprioritising resource to deliver cycle schemes and social distancing across the city. This has and will inevitably lead to some profiling and adjustment of the programme. This is ongoing, it is likely that funds can be carried forward to next year and that some funds will be allocated to supporting EATF schemes.</p> <p>All schemes restarted and works progressing well. 6-month review has highlighted schemes that are behind programme and re-profiling taking place currently.</p> <p>We have recently commissioned a piece of work through the strategic partner Arcadis to assess capital programme delivery working with the PMO and linked to CA work. This work will assess issues and set a base line to enable potential solutions to be bought forward and implemented</p>						

Appendix A – Corporate Risk Register as at December 2021




Risk Owners:	Executive Director Growth and Regeneration, Director Economy of Place.	Action Owners:	Director Economy of Place.	Portfolio Flag:	Transport	Strategic Theme:	Our Organisation, Wellbeing.
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Appendix A – Corporate Risk Register as at December 2021

Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR36 - SEND</p> <p>Delivery of the recovery plan with agreed priorities and actions and clear milestones forming the Written Statement of Action (WSOA) following the SEND local area OFSTED inspection in October 2019.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Covid-19 delaying ability to complete actions and creating increased pressure across the locality partnership. • Increasing demands for services outweighing current capacity to clear the backlog on statutory assessments. • Judicial Review or similar legal actions causing attention to be diverted from BAU. • Unprecedented national and local demand for Statutory assessment. • Recruitment and retention including national shortage of Educational Psychologists. 		2	5	10	1	5	5
What we have done	What we are doing						
<p>Independently chaired SEND improvement Board meets bi-monthly to oversee improvement progress. Multi agency delivery group 'SEND Partnership Group' (SPG) includes social care, health, and schools meets monthly and reports to the improvement Board.</p> <p>Delivered the 1st phase of the SEND improvement journey through the Written Statement of Action to its final conclusion in July 2021. 89% of July milestones were achieved or on track for the autumn. The 11% not achieved are all underway and have new timeframes agreed through the Local Area SEND governance arrangements. DfE monitoring of WsoA concluded and overall impressed with achievements and how well the Council and its partners are working together to address all areas of weakness.</p> <p>Implemented quality assurance activity, including routine service user feedback and improved data capture and quality, enabling the development of robust data sets that have enhanced operational and strategic performance management and enabled better service planning to meet demand.</p> <p>Investment in key priority areas such as additional staff in statutory SEND and EP team. Re-structured and re-focused the work of the statutory SEND team. All EHCP systems and processes reviewed and remodelled with parent carers, including co-production of a new EHCP template and child centred model of assessment.</p> <p>Focused on early identification and intervention to reduce demand for statutory EHC Plans e.g. training and guidance for schools staff and leaders relating to their responsibilities for meeting the needs of children and young people with SEND.</p> <p>Committed to further follow up monitoring visits, beyond the life of the WSoA, with DfE and NHS advisers.</p>	<p>Developing the next iteration of the SEND action plan taking account of:</p> <ul style="list-style-type: none"> - other programmes of work / strategic developments and initiatives - the progress made and what still needs to be done to address the five significant areas of weakness identified in the SEND inspection - other areas for improvement identified through ongoing analysis of data and service user feedback. <p>Ongoing work with stakeholders and partners across the local area to continue to improve services and the service user experience.</p> <p>Ongoing governance and monitoring activity including Scrutiny. Inviting the DfE and NHSE advisers to continue to act as critical friends regarding progress made against the inspection findings and the new SEND action plan.</p> <p>Developing a service user engagement and co-production framework to align partnership activity, reach seldom heard voices and embed a sustainable BAU model of engagement and co-production at a strategic level.</p> <p>Creating a separate accelerated action plan to address the significant increase in demand for statutory needs assessments and impact on 20 week timeliness.</p> <p>Preparing for the re-inspection which is likely to take place between Autumn – Spring 2021/22.</p>						
<p>Risk Owners: Director Adult and Social Care, Service Director Education and Skills</p>	<p>Action Owners: Service Director Education and Skills</p>	<p>Portfolio Flag: Education and Skills</p>		<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>			

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Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR26 - ICT Resilience.</p> <p>The Councils ability to deliver critical and key services in the event of ICT outages and be able to recover in the event of system and/or data loss.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Poor Business Continuity (BCP) planning and understanding of key system architecture. • Untested Disaster Recovery (DR) arrangements including data recovery. • Untested network reconfiguration to alleviate key location outage. • Untested recovery schedules in terms of order and instructions. • Lack of resilience available for legacy systems (single points of failure - people and technology). • Services undertaking their own IT arrangements outside of the corporate approach. 		2	5	10	2	5	10
<p>What we have done</p> <p>Some DR/BCP actions are covered by Future State Assessment (FSA)/ IT Transformation Programme (ITTP). We have moved critical systems to the cloud with more effective DR. Application audit have commenced with a view to highlighting those systems with the highest risk.</p>	<p>What we are doing</p> <p>We are continuing to review Disaster Recovery (DR) options for any systems which will not be moved to the cloud. Highlighting to service areas where applications may be vulnerable and advising on likely timescales for disruption to enable appropriate BC planning.</p>						
<p>Risk Owners: Chief Executive, Director, Digital Transformation, Service Area Leads.</p>	<p>Action Owners: Director, Digital Transformation.</p>	<p>Portfolio Flag:</p>	<p>Finance, Governance and Performance</p>	<p>Strategic Theme:</p>	<p>Our Organisation</p>		

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Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR23 - Adult and Social Care (ASC) Transformation Programme 2020/21-2021/22</p> <p>Failure to deliver the required outcomes and savings from the new 2020/21 ASC Transformation Programme.</p> <p>Key potential causes are:</p> <p>Wider factors impacting on demand</p> <ul style="list-style-type: none"> • Rapid increased demand and complexity due to COVID-19. • Increase of needs due to more health services being delivered in the community without appropriate funding following the patient. • Increased complex needs across our demographics that must be met under the Care Act <p>Wider factors impacting on supply.</p> <ul style="list-style-type: none"> • Financial pressures on an already vulnerable provider market during sustained changes forced on provider during COVID-19. • Time to commission and embed alternative Tier 3 services as another option to traditional care homes, such as Extra Care Housing, supported Living, shared lives • Time to commission and develop genuine step up/ step down alternatives to Tier 3 long term care (Home care, VCSE, reablement for all). • Ability to joint fund this supply using the BCF with NHS (National Health Service) partners working in an Integrated Care System model. • Ability to prioritise the programme under one city plans and to have the corporate support and investment needed alongside ASC staff to deliver on the proposed solutions 		3	5	15	1	5	5
<p>What we have done</p> <p>Established Transformation programme board chaired by Cabinet Member for Adult Social Care with the Chief Executive and Executive Director and DASS meet monthly to keep the focus and impetus on the aims and objectives of the programme.</p> <p>A set of ASC POWERBI accelerators have been developed delivering a detailed understanding of activity and cost across the services delivered to support DMT in building the right solutions and having the evidence of the impact their decisions are having on service numbers and cost.</p> <p>Improving Pricing Control - Procured Care Cubed and written to providers to notify them that we will be negotiating rates based on the national care funding calculator. New processes are just being established for how care cubed will be used operationally.</p>	<p>What we are doing</p> <p>Following a Deep Dive review with corporate services as the Transformation team, the programme was taken out of exception and Delivery Executive approved a revised savings proposal and new approach to the ASC transformation work, which aims to increase delivery confidence</p> <p>The revised programme is made up of three key workstreams:</p> <ul style="list-style-type: none"> • In-house service review (Rehab Centres) • Developing the Strengths based model of care • Knowledge Function <p>Other priorities will be service-led BAU workstreams which include</p> <ul style="list-style-type: none"> • Commissioning & Market Management • Strengths based practice 						


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<p>Improving Business Intelligence - ASC are leading the corporate objective to move our performance management onto PowerBI. Working with the Intelligent-I team the transformation team are creating a number of sophisticated ASC dashboards which will open ASC data to staff. Giving staff the tools, they need for proactive performance management to become everybody's business. Work is planned to be ongoing with intelligent-I until August.</p> <p>Improving ASC process issues - To drive the right behaviour, we are working on a new Standard Operating Process (SOP) which can start to increase strengths based practice, greater use of community assets and avoid use of Tier 3 services.</p> <p>Making change everybody's business - New 'change Agent' roles have been established across the business to champion change.</p> <p>Realignment of operations - Care management have now completed a consultation with staff about the realignment of teams into the wider system 'Integrated Care Partnerships' (ICP) model for community health and care delivery. This will go live in November. This will help ASC align closer to community health partners such as Sirona and Primary care Networks but also start to develop a more robust locality model offering a greater range of Tier 1 and 2 services working closely with the VCS.</p> <p>In-house services reviewed - ASC commissioned Mutual Ventures to review our £15m of in-house service provision. Each service is unique and brings different benefits. This created 'road maps' for each service to be taken through the key decision pathway to get authority to proceed with the modernisation of these services. The first of which is a recommendation for the re-provision of Rehab centres going to cabinet in December.</p> <p>Dashboards created - The team have worked with commissioning and care management to pull out the top priorities for transformation work over the next 12 months. These will be shared with staff and be the golden thread for ASC that link the more detailed business cases to a clear set of actions.</p> <p>We took the programme into Exception in August due to non-delivery of agreed savings caused by additional COVID pressures, increased demand, business continuity and care supply and workforce challenges. In October Delivery Exec agreed a re-modelled savings plan and re-prioritised set of programme workstreams/ priorities and associated capacity/ support required to deliver.</p>	<p>Improving Business Intelligence - ASC are leading the corporate objective to move our performance management onto PowerBI. Working with the Intelligent-I team the transformation team are creating a number of sophisticated ASC dashboards which will open ASC data to staff. Giving staff the tools, they need for proactive performance management to become everybody's business. Work is planned to be ongoing with intelligent-I until August.</p> <p>Improving ASC process issues - To drive the right behaviour, we are working on a new Standard Operating Process (SOP) which can start to increase strengths based practice, greater use of community assets and avoid use of Tier 3 services.</p> <p>Making change everybody's business - New 'change Agent' roles have been established across the business to champion change.</p> <p>Realignment of operations - Care management have now completed a consultation with staff about the realignment of teams into the wider system 'Integrated Care Partnerships' (ICP) model for community health and care delivery. This will go live in November. This will help ASC align closer to community health partners such as Sirona and Primary care Networks but also start to develop a more robust locality model offering a greater range of Tier 1 and 2 services working closely with the VCS.</p> <p>In-house services reviewed - ASC commissioned Mutual Ventures to review our £15m of in-house service provision. Each service is unique and brings different benefits. This created 'road maps' for each service to be taken through the key decision pathway to get authority to proceed with the modernisation of these services. The first of which is a recommendation for the re-provision of Rehab centres going to cabinet in December.</p> <p>Dashboards created - The team have worked with commissioning and care management to pull out the top priorities for transformation work over the next 12 months. These will be shared with staff and be the golden thread for ASC that link the more detailed business cases to a clear set of actions.</p> <p>We took the programme into Exception in August due to non-delivery of agreed savings caused by additional COVID pressures, increased demand, business continuity and care supply and workforce challenges. In October Delivery Exec agreed a re-modelled savings plan and re-prioritised set of programme workstreams/ priorities and associated capacity/ support required to deliver.</p>	<ul style="list-style-type: none"> • Knowledge Function <p>In addition, we are developing future service priorities:</p> <ul style="list-style-type: none"> • Care Providers Strategic Partnerships • Housing access to General Needs Housing (delivered through Better Lives at Home programme and in partnership with G&R Directorate) • Fair price of care • In-house Services phase 2 <p>In the interim a number of immediate actions have been taken to address the budget pressures on ASC:</p> <ul style="list-style-type: none"> • All new cases to be referred to Reablement before a longer-term package of care is agreed, increasing the amount of cost avoidance as a result of delaying or avoiding the need for more long-term care • Brokerage to take up to 5 days to secure best value care packages (for non-urgent needs) • Authorisation of high-cost packages: • Additional scrutiny from Deputy Directors for Commissioning and Operations for all placements over £1000 • SM to sign off and quality control of cases to be booked into Case Discussion Forum (including ensuring that practitioners have explored all alternative care options before referral to CDF) • Prioritise reviews of all relevant packages that have been set up during COVID, with additional COVID related spend • Increase referrals to the TEC team (based on specific targeted cohorts e.g. night time care in Supported Living) • Single point of coordination for all CHC joint funded and single funded packages • Ensuring that brokerage and commissioning staff work closely with Care Management when agreeing care packages, which will be further embedded when locality model is introduced (from September) 	<ul style="list-style-type: none"> • Knowledge Function <p>In addition, we are developing future service priorities:</p> <ul style="list-style-type: none"> • Care Providers Strategic Partnerships • Housing access to General Needs Housing (delivered through Better Lives at Home programme and in partnership with G&R Directorate) • Fair price of care • In-house Services phase 2 <p>In the interim a number of immediate actions have been taken to address the budget pressures on ASC:</p> <ul style="list-style-type: none"> • All new cases to be referred to Reablement before a longer-term package of care is agreed, increasing the amount of cost avoidance as a result of delaying or avoiding the need for more long-term care • Brokerage to take up to 5 days to secure best value care packages (for non-urgent needs) • Authorisation of high-cost packages: • Additional scrutiny from Deputy Directors for Commissioning and Operations for all placements over £1000 • SM to sign off and quality control of cases to be booked into Case Discussion Forum (including ensuring that practitioners have explored all alternative care options before referral to CDF) • Prioritise reviews of all relevant packages that have been set up during COVID, with additional COVID related spend • Increase referrals to the TEC team (based on specific targeted cohorts e.g. night time care in Supported Living) • Single point of coordination for all CHC joint funded and single funded packages • Ensuring that brokerage and commissioning staff work closely with Care Management when agreeing care packages, which will be further embedded when locality model is introduced (from September)
<p>Risk Owners: Director Adult Social Care</p>	<p>Action Owners: Director Adult Social Care</p>	<p>Portfolio Flag: Adult Social Care</p>	<p>Strategic Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>



Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR45 - Failure to deliver statutory duty in respect of the safeguarding of Children</p> <p>Failure to deliver statutory duty in respect of the safeguarding of children resulting in harm or death to a child or other unmitigated risk to the local authority.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Staffing failure: recruitment and retention COVID failure: business continuity plans fail due to higher infection/isolation Management failure: failure to oversee and respond in a timely way to child protection concerns, leaving children at risk 	NEW	3	3	9	2	3	6
<p>What we have done</p> <p>Page 796</p> <ul style="list-style-type: none"> Recruitment and retention strategy implemented including SW apprentices Systemic unit model and integrated locality arrangements ensures management oversight and swift decision making Skilled and stable workforce with low use of agency workers Strong multiagency children's safeguarding partnership under Keeping Bristol Safe arrangements 	<p>What we are doing</p> <ul style="list-style-type: none"> Revising the recruitment and retention strategy in response to evidence of turnover and vacancies in areas of particular pressure (front door, experienced social workers and frontline managers) Benchmarking salaries with regional levels Over-recruiting where required Investing in training and development Proposed business case to increase apprenticeships Reviewing system pressures and taking action on a weekly basis 						
<p>Risk Owners: Executive Director People, Director Children's and Families Services.</p>	<p>Action Owners: Director Children's and Families Services.</p>	<p>Portfolio Flag: Children and Young People</p>	<p>Strategic Theme: Our Organisation, Empowering and Caring, Wellbeing.</p>				

Appendix A – Corporate Risk Register as at December 2021

Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR34 - Corporate Equalities</p> <p>The Council does not meet its ambitions or legally required standards for good practice on equality and inclusion. The Council fails to meet its statutory duties under the Equality Act 2010.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Lack of consistent council-wide knowledge on the Public Sector Equality Duty and how to take equalities into consideration. • Gaps in available data and analysis to understand potential impacts of decision making. • Compliance driven rather than understanding based on good analysis. • High turnover of staff resulting in loss of knowledge/institutional memory. • Institutional racism and structural inequality in the council, city, and society as a whole. • Under-representation of key demographics in the workforce, particularly within senior roles. 		1	5	5	1	5	5
<p>What we have done</p> <p>The work of mainstreaming and embedding equality & inclusion is well underway. Good teamwork across Bristol City Council. The two teams with an equality & inclusion focus within Policy, Strategy and Partnerships and Human Resources have now been aligned and are working closely together.</p> <p>However, there is still more to do corporately to tackle institutional racism and improve equality and inclusion practice, an issue brought into even sharper focus by Covid-19, the global Black Lives Matter movement and the findings of DWC Consulting from their work supporting the council with various HR cases and Staff Led Group relations. The disproportionate impact of Covid-19 on Black, Asian and minority ethnic groups has been recognised and is managed by a focused race equality group within the council's governance structure for managing the impacts of the pandemic.</p> <p>We are:</p> <ol style="list-style-type: none"> 1. Implementing various new initiatives in Equality and Inclusion proposals approved by CLB in June 2020, including strengthening leadership, policy reviews, updates in HR practice and more. Progress is being tracked and has been audited in Q4 20/21. 2. Having on-going city conversations on race equality. 3. Reviewed the E&I learning and development offer for employees at BCC to ensure that their E&I awareness is improving throughout their employee journey 4. A steering group are developing a new approach to positive action for under-represented groups. 5. We received the report and recommendations from the LGA Equality Framework for Local Government. 	<p>What we are doing</p> <ul style="list-style-type: none"> • Continuing to implement the recommendations from the LGA Equality Framework for Local Government, including mapping out an E&I programme in line with Corporate Strategy. • Completing the Positive Action Toolkit. • Holding Race Equality Gatherings. • Holding meetings of the Strategic E&I Governance Group. • Recruitment of the Commissioners for the Disability Equality Commission. • Embed the Equality and Inclusion calendar and link to ongoing engagement from the Mayor's Office. • Further develop the Champions Network 						

Appendix A – Corporate Risk Register as at December 2021




<ol style="list-style-type: none"> 6. Taken the Annual Report for the E&I Strategy to Full Council and published it in July- along with a completion report in the Advancing Equality and Inclusion action plan. 7. Recruited the first Chair and the support organisation for the Disability Equality Commission and a new Chair for the Commission on Race Equality. 8. Rolled out updated training on Rights and Responsibilities. 9. Launched a reverse mentoring programme. 10. Developed an Equality & Inclusion calendar for the whole organisation. 11. Created a network of Champions and Director Sponsors. 12. Recruited a temporary consultant to support with strategic migration issues. 							
Risk Owners:	Director Policy, Strategy & Partnerships.	Action Owners:	Director Policy, Strategy & Partnership, Head of Equality and Inclusion.	Portfolio Flag:	Finance, Governance and Performance	Strategic Theme:	Our Organisation



Corporate external and civil contingency risks

External and Civil Contingency Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>BCCC4 - COVID-19 – Population Health</p> <p>Covid 19 poses multiple risks to population health. Directly from infection; indirectly through social and economic impacts; and through pressures on the health and care system.</p> <p>Key potential causes are:</p> <p>Infection from Covid, proportion of severe illness, long Covid and deaths. Disruption to work, school, university. Emotional and mental health impacts, for all ages including loneliness. Food poverty.</p>	NEW	3	5	15	2	7	14
What we have done	What we are doing						
<p>Well established local Outbreak Management and Response Plan. Strong surveillance.</p> <p>Established Protecting Health function which is mainstreamed and not dependant on COMF.</p> <p>Fostering alliances to tackle health inequality and race and health (causes of the causes).</p> <p>Priority programmes focussed on mental health and wellbeing and food poverty jointly with city partners</p>	<p>Daily situation reports.</p> <p>Weekly death management and vaccine reports.</p> <p>Focussed coms and engagement.</p> <p>Active prevention and control measures, including Investment in IPC which protects and reduces demand n Care and ASC.</p> <p>Ongoing community engagement and mental health work.</p> <p>Delivery of LOMP.</p>						
<p>Risk Owners: Executive Director People, Service Director Public Health</p>	<p>Action Owners: Service Director Public Health</p>	<p>Portfolio Flag: Mayor</p>			<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>		

Appendix A – Corporate Risk Register as at December 2021

External/Civil Contingency Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>BCCC1 - Flooding</p> <p>There could be a risk of damage to properties and infrastructure as well as risk to public safety from flooding which may be caused by a tidal surge, heavy rainfall and river flood events.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Tidal surge, heavy rainfall, and river flood events • Impact of climate change • Lack of effective flood defences and preparedness for major incidents • Failure of existing flood defences 		3	5	15	3	3	9
<p>What we have done</p> <p>Bristol has in place a local Flood Risk Management Strategy which comprises of 5 key themes and 43 separate actions in line with Environment Agency's national strategy. The Strategy has used outputs from a number of key studies (which identify the risk of flooding to the city) to structure our response to flood risk management, from emergency management to flood mitigation schemes, summarised below.</p> <p>The Avon and Somerset Local Resilience Forum (LRF) is a partnership of all the organisations needed to prepare for an emergency in the LRF area. It includes the emergency services, health services, Maritime and Coastal Agency, Environment Agency, volunteer agencies, utility companies, transport providers and the five councils of Bath and North East Somerset, Bristol, North Somerset, Somerset, and South Gloucestershire.</p> <p>Working with emergency services, local authorities, and other agencies to develop flood response plans and procedures, investigating instances of flooding, training specialist staff in swift water rescue techniques, communicating with housing and business developers to incorporate flood protection into new developments. It provides guidance to members of the public about flooding, including flood warnings and what people can do to help themselves. We undertake regular and emergency maintenance and clearing programs of gullies and culverts, especially in advance of storm warnings.</p> <p>Work is ongoing with the Environment Agency and South Gloucestershire Council to construct new sea defences in Avonmouth and Severnside, which take account of climate change and sea level rise.</p> <p>A Strategic Outline Case for managing the risk of flooding from the river Avon to the city centre over the next century was approved by Cabinet in June 2021. The approved strategic approach is to construct new defences and / or raise the level of existing defences along the banks of the river Avon. The Environment Agency approved the SOC and the scheme has been given a £2m approval for further work to develop the Outline Business Case.</p> <p>We have been successful in our expression of interest to participate in the DEFRA Innovation and Resilience programme. This programme allocates approximately £6m to 25 areas to undertake innovative actions to increase resilience to flooding from 2021 – 2027.</p>	<p>What we are doing</p> <p>There is sustained resourcing and delivery of all actions in Local Flood Risk Management Strategy (LFRMS) over life of strategy. Strategy includes the following key projects and objectives:</p> <p>Working in partnership with the Environment Agency to complete and deliver the Bristol Avon Flood Strategy to protect the city centre and support sustainable development, including allowances for climate change.</p> <p>Working in partnership with South Gloucestershire and the Environment Agency to deliver a flood scheme to help protect Avonmouth Village and the Enterprise Area from tidal flooding, including allowances for climate change.</p> <p>Promote minor sized schemes and green infrastructure to reduce local flood risks.</p> <p>Actively managing flood risk infrastructure.</p> <p>Ensuring development is sustainable, seeks to reduce flood risk and includes consideration to climate change.</p> <p>Working with South Gloucestershire and the Environment Agency to deliver a programme of innovation to increase communities resilience to flooding.</p>						

Appendix A – Corporate Risk Register as at December 2021



Risk Owners:	Executive Director Growth and Regeneration, Director Economy of Place.	Action Owners:	Director Economy of Place, Flood Risk Engineer.	Portfolio Flag:	Energy, Waste and Regulatory Services	Strategic Theme:	Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.
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Appendix A – Corporate Risk Register as at December 2021

Corporate Opportunity Risks

Opportunity Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>OPP2 - Corporate Strategy</p> <p>The approved Corporate Strategy presents an opportunity to fundamentally refresh and strengthen our business planning, leadership and performance frameworks.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Approved Corporate Strategy provides the foundation and direction for the organisation. 	-	2	7	14	4	7	28
<p>What we have done</p> <p>We have approved and adopted the Corporate Strategy, Business Plan 2021/22 and associated Performance Frameworks through appropriate Decision Pathways.</p> <p>Commenced work on reviewing the corporate strategy for approval of refreshed strategy during the year.</p> <p>Reviewed organisational design principles and ways of working as part of thinking ahead to a 2021/22 update to the Corporate Strategy.</p> <p>Drafted a refreshed Corporate Strategy 2022-27 and briefed Heads of Service; also beginning staff engagement sessions and embedding within annual Service Planning for 22/23.</p>	<p>What we are doing</p> <p>The current Corporate Strategy is well embedded and whilst capacity to deliver all outcomes is limited, there is a much greater focus on project prioritisation against the Strategy and commensurate improvements in public satisfaction year-on-year since its inception.</p> <p>In light of performance outturn reporting of 2020/21, the likelihood of this opportunity has been downgraded to reflect the results – which were clearly impacted by Covid-19 and pivoting our organisational focus towards managing the pandemic response and recovery.</p> <p>Overall, our level of preparedness for this opportunity is reduced due to many external factors – including the pandemic, EU Exit and national policy – having changed the environment in which we work. This is a key driver for updating the overall Corporate Strategy and looking ahead to our needs over the next five years, which will help strengthen our level of preparedness and the likelihood of this opportunity manifesting. Work is well progressed on this and embedding of it has begun in anticipation of formal approval – including Service Planning for 2022/23. Once it is formally approved and our planning cycle complete, this opportunity will be re-scored and is likely to increase significantly in likelihood.</p>						
<p>Risk Owners: Director Policy, Strategy and Partnerships.</p>	<p>Action Owners: Director Policy, Strategy and Partnerships.</p>	<p>Portfolio Flag:</p>	<p>Finance, Governance and Performance</p>	<p>Strategic Theme:</p>	<p>Our Organisation</p>		



Opportunity Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>OPP1 - One City Approach</p> <p>The One City Approach will offer a new way to plan strategically with partners as part of a wider city system.</p> <p>Key potential causes are:</p> <ol style="list-style-type: none"> 1. Mayoral aspiration and widespread partner sign-up to principles 2. Work to date has produced outline plan and engaged partners in the long-term vision and necessary work to complete the plan 		3	7	21	4	7	28
<p>What we have done</p> <p>As part of the response to Covid-19, a One City Approach has been used to coordinate a 'One City' response, helping to bring together leaders from key city institutions around shared priorities, using relationships developed through the work of the City Office to improve stakeholder engagement and communications.</p> <p>We have worked closely with all Boards to update the One City Plan timelines ahead of a v3 Plan launch in June 2021, and also continue to collaborate on a city-wide approach to Covid-19 Recovery. We have reviewed longer term funding and governance options and are taking forward conversations with partners in January 2021 about v3.</p> <p>We have produced v3 of the One City Plan and produced our second annual report available on the One City website from 12 June 2021. A new culture board and Children and Young People's Board have been established. Conversations have been had with all anchor institutions over funding. More formalised working arrangements with City Funds have been established. City Office continues to support the Covid 19 response and Recovery.</p>	<p>What we are doing</p> <p>We are working on sustainable long-term funding models and a more ambitious 'core' City Office offer and resource to maximise benefits of the One City Approach.</p> <p>We continue to:</p> <ul style="list-style-type: none"> • Set up a Partnership Board to oversee the work of the City Office and developing MOUs with wider range of partners to further formalised working arrangements. • Negotiate with partners on funding arrangements. • Create a One City Digital Board. • Produce a City Office team mandate to outline the functions of the team for partners. <p>Develop more detailed metrics for impacting tracking of activity.</p>						
<p>Risk Owners: Director Policy, Strategy and Partnerships.</p>	<p>Action Owners: Director Policy, Strategy and Partnerships.</p>	<p>Portfolio Flag:</p>	<p>Mayor</p>	<p>Strategic Theme:</p>	<p>Our Organisation</p>		

Risk Scoring Matrix

		Threat Impact (Negative risks)					Opportunity Impact (Positive Risk)						
Threat Likelihood	Almost certain	4 (Low)	12 (Medium)	20 (High)	28 (Critical)	28 (Significant)	20 (High)	12 (Medium)	4 (Low)	4	Almost certain		
	Likely	3 (Low)	9 (Medium)	15 (High)	21 (High)	21 (High)	15 (High)	9 (Medium)	3 (Low)	3	Likely		
	Unlikely	2 (Low)	6 (Medium)	10 (Medium)	14 (High)	14 (High)	10 (Medium)	6 (Medium)	2 (Low)	2	Unlikely		
	Rare	1 (Low)	3 (Low)	5 (Medium)	7 (Medium)	7 (Medium)	5 (Medium)	3 (Low)	1 (Low)	1	Rare		
		1 Minor	3 Moderate	5 Major	7 Critical	7 Exceptional	5 Significant	3 Modest	1 Slight				

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Threat Level	Opportunity Level	Level of Risk	Actions Required
1-4	1-4	Low	May not need any further action / monitor at the Service level.
5-12	5-12	Medium	Action required, manage and monitor at the Directorate level.
14-21	14-21	High	Must be addressed - if Directorate level consider escalating to the Corporate Risk Report, if Corporate consider escalating to the Cabinet Lead.
28	28	Critical / Significant	Action required - escalate if a Directorate level risk, escalate to the Corporate Level, if Corporate bring to the attention of the Cabinet Lead to confirm action to be taken.

LIKELIHOOD AND IMPACT RISK RATING SCORING

Likelihood Guidance

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

Severity of Impact Guidance (Risk to be assessed against all of the Categories, and the highest score used in the matrix).

Impact Category	Impact Levels 1 to 7			
	1	3	5	7
Service provision	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Noticeable and significant effect (positive or negative) on service provision. Effect may require some additional resource, but manageable in a reasonable time frame.	Severe effect on service provision or a Corporate Strategic Plan priority area. Effect may require considerable /additional resource but will not require a major strategy change.	Extremely severe service disruption. Significant customer opposition. Legal action. Effect could not be managed within a reasonable time frame or by a short-term allocation of resources and may require major strategy changes. The Council risks 'special measures'. Officer / Member forced to resign.
Communities	Minimal impact on community.	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups / individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups / individuals which is not likely to last more than twelve months.	A lasting and noticeable impact on a significant number of vulnerable groups / individuals.
Environmental	No effect (positive or negative) on the natural and built environment.	Short term effect (positive or negative) on the natural and or built environment.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Lasting effect on the natural and or built environment.
Financial Loss / Gain	Under £0.5m	Between £0.5m - £3m	Between £3m - £5m	More than £5m
Fraud & Corruption Loss	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
Legal	No significant legal implications or action is anticipated.	Tribunal / BCC legal team involvement required (potential for claim).	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
Personal Safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability / absence from work.
Programme / Project Management <i>(Including developing commercial enterprises)</i>	Minor delays and/or budget overspend but can be brought back on schedule with this project stage. No threat to delivery of the project on time and to budget and no threat to identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones, and/or budget overspends. No threat to overall delivery of the project and the identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends. Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Significant issues threaten delivery of the entire project. Could lead to project being cancelled or put on hold.
Reputation	Minimal and transient loss of public or partner trust. Contained within the individual service.	Significant public or partner interest although limited potential for enhancement of, or damage to, reputation. Dissatisfaction reported through council complaints procedure but contained within the council. Local MP involvement. Some local media/social media interest.	Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Dissatisfaction regularly reported through council complaints procedure. Higher levels of local or national interest. Higher levels of local media / social media interest.	Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Intense local, national and potentially international media attention. Viral social media or online pick-up. Public enquiry or poor external assessor report.



Decision Pathway – Report

PURPOSE: For noting

MEETING: Cabinet

DATE: 18 January 2021

TITLE	COP26 Glasgow Outcomes		
Ward(s)	City-wide		
Author:	Shelley Nania		Job title: Head of International Affairs
Cabinet lead: Mayor Marvin Rees / Cllr Nicola Beech	Executive Director lead: Mike Jackson		
Proposal origin: Mayor			
Decision maker: For noting Decision forum: For noting			
Purpose of Report: To update Cabinet on the outcomes of Bristol’s presence at COP26 with attendance by the Mayor, Cllr Beech, officers and partners.			
Evidence Base:			
Bristol’s presence at COP26			
<p>COP26 was the 2021 United Nations climate change conference held in Glasgow from October 31st to November 12th 2021. COPs, or Conference of the Parties, bring together almost every country from across the globe to reach agreements on tackling climate change. COP26 in Glasgow, was seen as an important and urgent COP to ensure that countries updated their plans in order to reach the 1.5 degrees climate change limit set out in the Paris Agreement at COP21 (5 years before) and therefore help to prevent catastrophic climate change.</p> <p>In addition to national government leaders and negotiators, other stakeholders attend COP26 as well to influence and raise issues on tackling climate change. These stakeholders include civil society, business, academia, and networks of cities.</p> <p>Cities consume around 70% of all energy and generate three-quarters of global carbon emissions, therefore it is important that the voices of cities are present and heard at COP. Bristol was asked to attend COP26 collectively with influential international networks of cities that we have strong and proactive partnerships with including ICLEI (‘Local Governments for Sustainability’ who are the formal route for cities and regions into the UN COP process), C40 Climate Leaders network, Mayors Migration Council, Eurocities (Europe’s largest network of cities) as well as the UK Cities Climate Investment Commission. Bristol’s international leadership and participation in international events such as COP means that we are proactively helping to shape the external context and forces that affect life of all citizens and businesses in the city.</p> <p>Bristol’s objectives for COP26 were discussed in advance of going to Glasgow with the One City Environment Board, Bristol Advisory Committee on Climate Change and the International Strategy Board. The objectives were:</p> <ul style="list-style-type: none"> - Engage and collaborate with government/s and finance sector to put in place the right policy frameworks and develop place-based finance mechanisms for delivery of cities’ ambition on tackling the climate and ecological emergencies. - Profile Bristol and UK cities as leaders on tackling climate change and green industry sector strengths. - Encourage action by local businesses and citizens using the momentum of COP26. 			

- Influence international agreements through ICLEI, C40 and other global networks with a focus on increased engagement of cities in the UN climate decision-making process, investment for the net zero and nature transition and raising the importance of a socially just green transition that gives everyone the opportunity to share in the jobs and benefits that moving to a low carbon economy will generate.

COP26 activities included:

- A COP related event held two weeks before in London at **Clarence House with Prince Charles, the Commonwealth Local Government Forum and other Commonwealth institutes**, focused on the need for collective action across the commonwealth and the important need to engage cities.
- Mayor Rees spoke at two events on behalf of the **UK Cities Climate Investment Commission (UKCCIC)** demonstrating the potential net zero investment opportunities amounting to £200 - £300 billion across the UK's 12 largest cities, engaging the UK government and private sector in how to take this forward. The UKCCIC is composed of UK Core Cities, London Councils, Connected Places Catapult and with support from the City of London and financial institutions.
- As part of the **main UN programme on Cities, Regions and the Built Environment, supported by UK COP26 champion Nigel Topping**, Mayor Rees launched an action agenda on behalf of C40 cities network and Mayors Migration Council on inclusive climate action and raised the issue of proactive, organised and accessible finance for cities, as well as launching a Global Climate Fund for Inclusive Climate Action with £1 million funding from Bosch.
- Cllr. Beech spoke at the **Green Horizon Summit** organised by the City of London Corporation and the Green Finance Institute on **delivering net zero cities**.
- Stephen Peacock, Executive Director for Growth and Regeneration spoke at a **UK Green Building Council event on decarbonising the UK's green building stock**.
- Mayor Rees spoke on how Bristol is embedding the low carbon transition in its post-COVID recovery plans at **the EUROCITIES and Mayors Alliance for a European Green Deal** event, which brought together mayors to debate how the Green Deal is 'localised' in their cities, new ways to actively combine social and environmental policies and the tools that cities need to accelerate a sustainable and inclusive transformation.
- Mayor Rees participated in two **UN Nature TV interviews** with outreach to over 100 broadcast outlets including BBC, Sky, China TV (CCTV) among others, covering financing ecological recovery and Covid-19 and the nature transition.
- Others representing Bristol included the **Black and Green Ambassadors, the Bristol Energy Network, Bristol University** (formal observers to the UN process), **University of the West of England, MPs Darren Jones and Kerry McCarthy**, and **Bristol's industry via the DIT Global Investment Summit, with a focus on clean aerospace and company Vertical Aerospace**.

The City Council's costs to attend COP26 in Glasgow were £8,300 including travel, accommodation and expenses. The accommodation (Easyhotel and Eurohostel) had to be block booked in advance over the two-week COP26 period.

Activities in Bristol linked to COP26:

- COP26 was marked in Bristol with an official **COP26 regional 'Green Zone' event organised by BCC and Business West exploring the economic and business opportunities in Bristol from decarbonising the local economy** and the £billions of investment needed to deliver on this. **Bristol businesses were encouraged to commit to become Net Zero by 2030 and to develop and implement an Action Plan** echoing the Bristol Climate Ask launched by the Mayor at the October City Gathering. The costs to BCC for this event were £14,000. UK Government Department Business, Enterprise and Industrial Strategy (BEIS) match funded 50% of the total costs.
- A **'Mock COP' was hosted by BCC, University of Bristol and Praxis**, where over 50 A-Level students from 10 state schools were tasked with navigating, negotiating and voting on key climate issues. The City Council contributed £2100 to this event.

Local public engagement throughout COP26:

The local Climate Action Campaign (**#BristolClimateAction**) was launched at the beginning of October. A number of community climate action films were released before, during and after COP26 to demonstrate action at a local level

and to engage citizens in the climate conversation:

- Stakeholders and partners were supportive of the campaign and shared social media posts
- Engagement of social media posts were medium to high
- Sentiment on social media posts was mixed
- Local and national media were very interested in and positive about Bristol's climate action
- 95 tweets during COP26 using #BristolClimateAction (Potential impressions on Twitter 1436922, potential reach of hashtag on Twitter 376049) (18/11)
- Films viewed over 9500 times on YouTube and social media to date (5/1/2022)

Key outcomes achieved and next steps:

Increased engagement of cities in the COP process: The need for urgent engagement of cities and regions to meet the 1.5 degrees climate change ambition was incorporated into the final UN texts for the first time. Bristol as part of ICLEI, UK Core Cities Network, UK100 and the LGA will follow up with UK government on how this will work for UK cities to ensure that future policy and action reflects the needs and ambitions of cities. ICLEI, the main channel for cities to feed into the UN COP process, have asked Bristol to continue to work in partnership with them as a key city voice in the run up to COP27.

Increased momentum on investing in net zero projects in cities: Overall International governments and the finance sector acknowledged the accelerated need for financing cities. £130 trillion of private sector funding was announced by Mark Carney, former Bank of England Governor and UN Envoy on Climate Finance Mark, as part of the Glasgow Climate Finance Alliance for Net Zero that is composed of big businesses globally. Bristol will keep track on what this means for financing projects in cities collectively as part of international networks.

Bristol as part of the UK Cities Climate Investment Commission successfully engaged private sector companies and UK government in the net zero investment potential across various sectors including waste, green infrastructure energy, housing and transport. This has initiated debate about the type of financial models that could be used to fund projects to meet net zero targets. A UKCCIC initiative to develop five low carbon demonstrators in five of the UK's Core Cities and London has attracted seed funding which is subject to formal announcements. These will test different financing models, working with UK Government and finance sector. The investment will be used to develop technical capacity of cities and set up mechanisms that will attract and draw in private sector finance. Bristol's active participation in COP26 and UKCCIC puts us in a strong position to be considered for one of these demonstrators. The UK Treasury Minister also agreed to taking forward the work with the UKCCIC including a mapping session to look at what needs to happen next to fund the low carbon projects in cities.

Bristol is also following up directly with the Green Finance Institute to discuss potential options for funding our carbon neutral infrastructure in the city, such as green bonds.

As Mayor Rees represents the UK on the Commonwealth Local Government Forum, following COP26 we will be working with key stakeholders including World Economic Forum, Overseas Development Institute, Open Society Foundation, C40 Climate Leaders network and the Princes Foundation to look at the net zero investment opportunity across commonwealth countries and how to take this financing forward ahead of the Commonwealth Government Heads of State Meeting in June.

Focus on a socially just and green transition: the need for a more socially just trust transition was raised on many platforms at COP26, and was incorporated into the final texts, thereby influencing future UK government policy in this area.

Profile and reputation strengthened as a leader on ambition and action for tackling the climate and ecological emergencies: Bristol's Mayor and Cabinet Lead were given the opportunity to speak on high level platforms virtually and physically seen by hundreds and thousands of businesses and organisations. These include potential partners who could help us to deliver on our carbon neutral ambitions in terms of policy, technical collaboration and financing.

Some contacts we are already following up with including the Green Finance Institute, Volvo CEO to look at our bus programme, Bosch, the Princes Trust as well as banks and investors through the UK Cities Climate Investment Commission.

Increased business and public engagement on taking climate and nature recovery action:

The regional COP26 event attracted 280 attendees from across the business world, increasing engagement with local businesses, developing new relationships and profiling the range of businesses taking action to reduce emissions. Although early days, 30+ businesses have committed to the Bristol Climate Ask and we are following up with these to create visual comms to continue the profiling of business action and to build momentum around the Climate Ask. With an expectation that businesses will publish an action plan within 6 months we will be following up on such commitments in Q2, and we are evaluating options for a business engagement piece to support the 2025 One City objective that 50% of Bristol businesses have actively made changes that support the goal of a carbon neutral and climate resilient city.

The films and images produced for the Local Climate Action Campaign continue to be used throughout the city - currently as a New Year campaign to encourage new climate and nature actions.

Cabinet Member / Officer Recommendations:

For Cabinet to note outcomes in this report:

- Increased engagement of cities in the future COP process tackling climate change
- Increased momentum on financing net zero projects in cities
- Strengthened profile and reputation as a leader on ambition and action for tackling the climate and ecological emergencies
- Increased focus on a socially just and green transition
- Increased public and business engagement on tackling climate and nature recovery action.

Corporate Strategy alignment:

ENV1 – Carbon Neutrality
ENV5 – Global Leadership

City Benefits: To support the City’s climate emergency programme therefore improving sustainability and health outcomes for residents.

Consultation Details: COP26 objective planning included the One City Environment Board, Bristol Climate Advisory Committee, International Strategy Board.

Background Documents:

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

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

1. Finance Advice: Costs of participation in this summit were met from in-year Cabinet approved budgets. There are no direct financial implications arising. The Council is exploring potential future funding opportunities with partners.

Finance Business Partner: Jemma Prince, Finance Business Partner 7 January 2022

2. Legal Advice: There are no specific legal implications arising from this report.

Legal Team Leader: Husinara Jones, Team Leader/Solicitor 7 January 2022

3. Implications on IT: There are no specific IT implications arising from this report.

IT Team Leader: IT, 7/1/22

4. HR Advice: No HR implications evident.

HR Partner: James Brereton, HR Business Partner, 07 January 2022		
5. Procurement Advice: There are no specific procurement requirements within this report however Strategic Procurement & Supplier Relations Service have recently developed a Sustainable Procurement Policy that would align to the COP26 and Bristol's Carbon neutrality plans, and the One City Climate Strategy. If there is a need to procure any goods/services or work this will comply with BCC Procurement Rules or PCR 2015.		
Procurement Partner: Niotia Ferguson, Category Business Partner, 7 th January 2022		
EDM Sign-off	Mike Jackson	07/01/22
Cabinet Member sign-off	Mayor's Office pp Mayor Marvin Rees	07/01/22
For Key Decisions - Mayor's Office sign-off		

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

Decision Pathway – Report

PURPOSE: For noting

MEETING: Cabinet

DATE: 18 January 2022

TITLE	Bristol’s first Citizens’ Assembly recommendations – Update 01		
Ward(s)	Citywide		
Author: Tim Borrett	Job title: Director: Policy, Strategy and Partnerships		
Cabinet lead: Cllr Asher Craig	Executive Director lead: Mike Jackson		
Proposal origin: Councillor			
Decision maker: For noting			
Decision forum: For noting			
Purpose of Report:			
<ol style="list-style-type: none"> 1. To update Cabinet on consideration of the recommendations and actions put forward by the Citizens’ Assembly 2. To present the Citizens’ Assembly tracker to Cabinet to demonstrate how progress against these actions will be measured going forward 3. To update Cabinet where and how the Citizens’ Assembly has influenced the 2022-27 Corporate Strategy 			
Evidence Base:			
Background			
<ol style="list-style-type: none"> 1. Full Council decided in January 2020 to trial deliberative democracy processes in 2020/21. 2. The 60 members of Bristol’s Citizens’ Assembly convened over 30 hours from January to March 2021 to hear detailed evidence and deliberate three topics under the overarching question “How do we recover from COVID-19 and create a better future for all in Bristol?” 3. A report was presented to Full Council on 6 July 2021 that describes the process and the resulting 17 recommendations, comprising 82 actions, and rationale produced by the Assembly. For the remainder of this report, ‘Recommendations’ is capitalised to denote reference to the one or more of the 17 formal recommendations in the Citizens’ Assembly report, and ‘Actions’ is capitalised when referring to any of the 82 actions. 4. Since being presented to Full Council, the report of the Citizens’ Assembly’s Recommendations and proposed Actions have been shared with the One City Economy Board and other One City Boards for consideration to inform the city’s economic recovery and renewal strategy and in preparing the 2022 refresh of the One City Plan. 5. They have also been used in preparing the Council’s updated Corporate Strategy 2022 – 27 and have been provided to managers as part of the Council’s annual service and business planning process, which looks ahead to 2022/23. 			
Corporate Strategy			
<ol style="list-style-type: none"> 6. The Recommendations have been used to inform the 2022-27 BCC Corporate Strategy in the following ways: <ol style="list-style-type: none"> a) Sources feeding into the Corporate Strategy priorities CYP1: Child Friendly City, CYP2: Supported to thrive, and CYP3: Equity in Education were the following Recommendations: “Equitable Start to life from prebirth to young adults” and “Equity in Education”. b) Sources feeding into Corporate Strategy priorities ES1: Regeneration, ES2 Access to Employment, ES3 			

Good Growth, were the following Recommendations: “Training and Upskilling workforce”, “Increase access to diverse and high-quality employment”, “Make neighbourhoods more liveable”, and “Increase access to diverse and high-quality employment.” In a more general sense, awareness of the importance of tackling socio-economic disadvantage underpins a number of priorities.

- c) A vast majority of the Recommendations were around environmental concerns. These informed many Corporate Strategy priorities sitting under the theme of “Environment and Sustainability”.
- d) Sources feeding into Corporate Strategy priorities HCW1: Transforming Care and HCW2 Mental Health and Wellbeing were the following Recommendations: “Local planning agreements (such as Section 106 Master Plans) to prioritise communities health needs”, “Increase access to health information, education and services”, “Fund and create local representation groups so they take control of issues” and “Fundamentally reimagine neighbourhoods as they have impact[ed] on mental health”.

Plus, six Recommendations were devoted to tackling health inequalities which relate to priority HCW3: “Poverty” and HCW4: “Disability”

- e) Sources feeding into Corporate Strategy priority HC1: Housing Supply were the following Recommendation: “Ensure new and existing housing is energy efficient/low carbon.”

Various Recommendations citing environmental concerns were also generally applicable to the Homes and Communities priorities and their sentiment was reflected.

- f) An overall Recommendation of the Citizens’ Assembly was “By 2030 make Bristol the best city internationally to travel around by prioritising sustainable, safe, healthy and accessible alternatives to the car for all.” This Recommendation was a key source that fed into all Corporate Strategy priorities sitting under the theme of “Transport and Connectivity.”
- g) Business Planning for 2022-2023 is now underway which outlines the most important actions we need to take during the coming financial year. This also includes actions directly responding to Citizens’ Assembly Recommendations or Actions.

Citizens Assembly and recommendations

- 7. The Citizens’ Assembly produced 17 Recommendations. Each Recommendation has a rationale and there are a total of 82 associated Actions which Assembly members felt would:
 - a) rapidly reduce the impact of our homes on climate change
 - b) make changes to our neighbourhoods to make traveling easier, healthier and better for the environment
 - c) tackle health inequalities in Bristol.
- 8. Following engagement with a wide range of council officers, 49 of the 82 Actions have been assessed so far. Of these:
 - a) Eight Actions have been deemed not feasible for the Council to deliver on the basis that they would require a change in national legislation/ regulation. Bristol City Council does not have the ability to deliver these actions.
 - b) 14 Actions have been agreed in principle and, subject to any necessary Cabinet or budget approvals, will be progressed as set out.
 - c) 20 Actions are being taken forward in part
 - d) 21 Actions have been agreed in principle but are delivered by proxy or alternative activity which closely aligns to the intention of the recommended action.
 - e) 19 Actions are still under assessment to identify the appropriate service or partner to deliver them. Other service pressures in responding to the ongoing coronavirus pandemic and/or awaiting the

development of the updated Corporate Strategy have slowed this assessment process in these cases.

9. A tracker containing all of the Actions and updates is available at Appendix A. This notes the overall Recommendations; the One City Plan Goals which are related to each Recommendation; each specific Action that relates to the overall Recommendations; the Senior Recommendation sponsor for each Recommendation; the Director, Cabinet Member and management owner of each individual Action; the current proposal for each Action; whether the Action is considered a council, city-wide or partner responsibility.

10. The eight actions that were deemed not feasible are:

a) Action: BCC to explore establishing a centralised green housing fund to supply the above.

Response: BCC does provide grants to households as part of a regional or national scheme. However, there are currently no national or regional schemes. We will continue to seek from HM Government national grants and loans to support decarbonisation by households, taking into account their income and the degree of improvements made.

b) Action: Collaborate with other organisations to set high quality green standards for companies and require approval/accreditation on retrofit/energy improvements.

Response: Standards for energy efficiency retrofit are set nationally and these will be used for future government funding.

c) Action: Create a 'green dot' or similar branding/logo to show you meet the standards as a trader, landlord, property owner or builder, with builders being trained to understand and meet these.

Response: As above, standards for energy efficiency retrofit are set nationally and these will be used for future government funding. These standards relate to the energy performance of the Building - Energy Performance Certificates, and to retrofit works - the Publicly Available Specification 2035 or PAS2035.

d) Action: Bring the buses back into public ownership.

Response: This is not possible currently as under current legislation it is not possible to establish a municipal bus company.

e) Action: Create a support plan made available for all Bristol citizens who require one based on a person centred approach.

Response: Bristol City Council is unable to provide individual lifestyle services because of capacity and resource. Our focus is on city wide health and the conditions which support health and healthy choices. We will continue to direct citizens to resources which are available nationally and make ensure these are accessible.

f) Action: Initiate PR exercise around different types of jobs – better promotion of jobs that are seen as lower skilled

Response: Bristol City Council promotes schemes when asked to by DWP, however is unable to promote job vacancies due to resource and capacity. This campaign could lead to duplication with efforts from employability specialist organisations and campaigns run by the DWP. Recommend this action is raised at the One City Economy and Skills board, and if deemed necessary, run as a One City campaign with partners.

g) Action: BCC to define, create and regulate different levels of financial options for home efficiency

improvement. The standard option should be for home improvement to achieve the target of net zero by 2030. Beyond this there will be a range of interest charged options as a choice for those that wish to make improvements past the base level.

Response: BCC does provide grants to households as part of a regional or national scheme. However, there are currently no national or regional schemes. We will continue to seek from HM Government national grants and loans to support decarbonisation by households, taking into account their income and the degree of improvements made.

- h) Action: Provide grants for lower income households. Prioritise grants to ensure equality (means tested). Set clear and transparent criteria around the grant system. Assure safeguards are in place for fair accountability.

Response: BCC does provide grants to households as part of a regional or national scheme. However, there are currently no national or regional schemes. We will continue to seek from HM Government national grants and loans to support decarbonisation by households, taking into account their income and the degree of improvements made.

11. The 14 actions agreed in principle and, subject to any necessary Cabinet or budget approvals, to be progressed are:

- a) Learn from other cities and countries where green technologies are the norm and report on what regulatory frameworks and investment plans could be applied to the Bristol region.
- b) Initiate talks with business, education and community partners and work with them to establish and deliver a plan on achieving the targets on home improvements (net zero), ensuring it's not left to individuals.
- c) Communicate independent and trustworthy information about different types of energy and environmental improvements, their impacts on the environment and the investment costs, running costs, and savings to allow comparison of different options and possibilities. (The One Stop Information Centre could do this.)
- d) Ensure more remote and deprived areas are served by public and active transport network; increase the number of interchanges to support connectivity around the city without having to go via the centre.
- e) Creatively reintroduce and support local services and utilising existing services and local businesses, ensuring that they are accessible (e.g. local police, public access to school libraries and mobile libraries).
- f) Put transparent and publicly accessible evidence-based data at the forefront of communication around decision-making, and in communications with the public use data that makes an impact (e.g. case studies, the average Bristol car journey is less distance than a hedgehog typically walks in a night, 80% of public space is given over to roads).
- g) Engage directly and specifically with the transport issues faced by children and young adults in education, many of whom are feeling forgotten about and are disengaged from society as a result of COVID-19.
- h) Require local planning agreements such as Section 106 and Master Plans to prioritise communities health needs.
- i) Inclusive and affordable access to green spaces, sports fields, outdoor gyms with free exercise activities and educate people on where these are and how to use them.
- j) Create local representative groups (using sortition, just like the citizens' assembly) to let communities take control of issues, directly connecting community groups to power (the council and relevant partners).
- k) Fund and support existing community led organisations that are getting results and mirror their effective practices with new areas and communities.
- l) Raise aspirations in children and young people: better connect all primary and secondary schools

with businesses to increase exposure to different opportunities e.g. through internships and or work experience, practical experience.

- m) Increase support to existing career advice services in school and adult education, emphasising development of soft skills or non-academic subjects as a route into real world opportunities.
- n) Engage with a diverse range of community leaders (faith leaders, community organisation leaders, play professionals, etc.) to better understand different communities. Find out what's not working so far and how to improve e.g. listening exercises, local citizen's assemblies etc then tailor local health related policy accordingly.

12. Following engagement with BCC officers, 20 actions could be taken forward, however only elements of the Action can be delivered by Bristol City Council. Notable examples of these Actions are:

- a) Action: Develop and introduce standards for all existing properties (e.g. for home-owners, landlords, and social housing) and to be incorporated into new building regulations.

Outcome: It has been agreed that we can create Local Plan policies for new buildings to set zero carbon standards and policies are in development to achieve this. It has been agreed that BCC is able to set standards for the development of new council homes and for their refurbishment. However, building regulations and standards for energy efficiency retrofit are set nationally and we cannot vary them locally.

- b) Action: Demonstrate the benefits of liveable neighbourhoods by implementing five pilot schemes in the most deprived neighbourhoods in place by end of 2021.

Outcome: The council has begun delivery of a pilot Liveable Neighbourhood in East Bristol with plans for a second pilot area to be delivered by 2024. The delivery (and relative success) of these two pilot projects will help inform whether a wider programme of Liveable Neighbourhoods is progressed across the city.

- c) Action: Community kitchens/shops/gardens should be funded to showcase and celebrate good affordable food (e.g. The Grand Iftar in Easton). These hubs can be used as a social/cultural space as well as promoting healthy eating through classes and by example.

Outcome: Bristol City Council is no longer the primary, or only funder of this type of activity. Bristol City Council will use its convening and partnership powers to leverage resource. Food Policy is a high corporate priority and will continue to be so.

13. Following engagement with BCC officers, 21 Actions were agreed in principle, but are delivered by proxy or alternative activity. Examples of this include:

- a) Action: Support people currently in relevant industries (building, energy, advice, etc.) to reskill through accredited and subsidised training courses, on the job training into green industries and jobs

Outcome: The West of England Combined Authority is the regional strategic lead body for business and skills and is the commissioner of the Adult Education Budget and programmes such as Workforce for the Future. The council will engage with regional colleagues about the potential for broadening the scope of this scheme.

- b) Action: Create a budget to invest in active travel, with annual incremental targets so that by 2030 it is equal to what is spent on roads, with a dedicated fundraising unit. Including funding for segregated cycle lanes, subsidised bikes (free to people on low incomes/benefits), secure bike storage (residential and in the centre), training people to ride bikes safely, maintenance and continued improvements of active travel infrastructure.

Outcome: The recently announced City Region Sustainable Transport Settlement for the West of England area contains a significant allocation for active and sustainable transport. Outside of this five-year allocation from government, the council is intending to pursue other government grants for walking and cycling improvements as and when they are announced. Increasing spending year on year is not possible to guarantee, as transport funding is largely allocated to the council by WECA, often passporting available Government funding.

- c) Action: Language barriers create a vocational-conversion package that enables those with high-skills but limited English to access the market whilst upskilling minimising the potential negative health impacts for this group.

Outcome: There is an English for Speakers of Other Languages Network which has produced a West of England Strategy which is being transferred to West of England Combined Authority as lead agency. Locally there is work underway on this action and involving other local partners such as ACH. The City of Bristol College would be a major partner as they hold adult education budget funding for accredited English for Speakers of Other Languages. BCC Community Learning can contribute through linking up community-based English for Speakers of Other Languages provision and English for Speakers of Other Languages conversation clubs.

14. There are 19 actions which are still under review/assessment. Officers will report again to Cabinet in 6 months to update on the progress of these

Cabinet Member / Officer Recommendations:

1. That Cabinet notes how the Citizens Assembly Recommendations have been embedded into the Corporate Strategy (2022-2027). Business Planning for 2022-2023 is currently underway and Citizens Assembly Recommendations will be considered as part of this process.
2. That Cabinet notes the Citizens' Assembly tracker included at Appendix A.

Corporate Strategy alignment:

1. The Corporate Strategy emphasises that all Bristol citizens has a role to play in shaping the city. The deliberative democratic process of a Citizens' Assembly puts this emphasis into practice, and demonstrates how citizens can feel empowered to make fundamental changes to the city.
2. The recommendations of the Citizens' Assembly, as outlined in the above section, has directly fed into the themes and specific priorities throughout the new Corporate Strategy 2022-27.

City Benefits:

1. An equalities impact assessment for the Citizens' Assembly project identified measures that were implemented to ensure that Assembly members and citizens could engage with the process, including people with hearing and sight impairment/loss, people who are not confident in use of the English language and people who do not use online services.
2. No equalities impact is identified from the recommendation from the Citizens' Assembly. Any future decisions arising from taking forward the recommendations would be subject to their own EQIA processes.

Consultation Details:

1. The Corporate Strategy 2022-27, which used the report of the Citizens' Assembly within its evidence base, was subject to public consultation in August 2021.

Background Documents:

[Corporate Strategy 2022-27 \(citizenspace.com\)](https://citizenspace.com)

[How do we recover from Covid-19 and create a better future for all in Bristol? Report from Bristol Citizens Assembly](#)

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Revenue Cost	£/	Source of Revenue Funding	Insert specific service budget name
Capital Cost	£/	Source of Capital Funding	e.g. grant/ prudential borrowing etc.
One off cost <input type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>
Required information to be completed by Financial/Legal/ICT/ HR partners:			
1. Finance Advice: This report provides an update on the recommendations and actions put forward by the Citizens' Assembly 2021. There is no financial impact consequent to this report.			
Finance Business Partner: Jemma Prince, Finance Business Partner, 7 January 2022			
2. Legal Advice: There are no specific legal implications arising from this report.			
Legal Team Leader: Husinara Jones, Team Leader/Solicitor 7 January 2022			
3. Implications on IT: No IT implications are evident.			
IT Team Leader: IT, 7/1/22			
4. HR Advice: No HR implications evident.			
HR Partner: James Brereton, HR Business Partner, 07 January 2022			
EDM Sign-off	Mike Jackson	7/1/22	
Cabinet Member sign-off	Cllr Asher Craig	7/1/22	
For Key Decisions - Mayor's Office sign-off			

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

Appendix A

Further essential background – Citizens’ Assembly Action Tracker

January 2022

Citizens’ Assembly Recommendation	Related One City Plan Goals	Senior Recommendation Sponsor	Citizens’ Assembly Suggested Action	Director for Action	Cabinet Member(s)	Assessment of proposed Action	Notes/Comments
Council is to lead on training and upskilling the workforce by securing investment, ensuring high standards, harnessing innovation and making the most of local creativity and entrepreneurship such that the green industry is measurably prepared to carry out required improvements within 5 years.	While there are some One City Plan Goals that are related to creating skills pathways into green industries - the City Office has no power over council policies	John Smith	Support people currently in relevant industries (building, energy, advice, etc.) to reskill through accredited and subsidised training courses, on the job training	John Smith	Craig Cheney	Agreed in principle but delivered by proxy or alternative activity (explain in Notes)	The West of England Combined Authority is the regional strategic lead body for business and skills and is the commissioner of the Adult Education Budget and programmes such as Workforce for the Future. The council will engage with regional colleagues about the potential for broadening the scope of this scheme.
	Goal 04 Year: 2021 Develop in partnership a regional redundancy support programme particularly for affected sectors to recover (e.g. tourism, hospitality and culture), provide retraining to support growing sectors (e.g. healthcare and the green economy) and support entrepreneurship		Encourage new people to come into the industry – develop, organise and promote a BTEC/accredited course for people to be trained in conjunction with each new policy and innovation; including quality apprenticeships and outreach activities; focus promotion at under-represented groups (but don’t exclude anyone)	Alison Hurley	Asher Craig Craig Cheney	Agreed in principle but delivered by proxy or alternative activity (explain in Notes)	Bristol City Council can influence the green skills pipeline and support diverse recruitment through a number of interventions: use of our apprenticeship levy; job matching through our One Front Door; young careers pathways through Bristol WORKS and post 16 engagement. The Building Bristol initiative to be launched in April/May 2022 so that employment and skills plans are created for all major developments - at construction and end use phase - this can include green skills as new infrastructure and job roles come on stream. The City of Bristol College is a lead partner as a major supplier of vocational training and apprenticeship training. These actions will all be dependent upon employer/supplier demand for green skills.
	Goal 42 Year: 2023 Jobs continue to increase to address the climate and ecological emergencies, particularly: renewables, sustainable architecture, retrofitting, communications, technology and innovation, green tech and distributed energy management		Prioritise support to local (focus within Bristol) companies and SMEs – incentives for training, with reskilled companies becoming ambassadors of change.	John Smith	Craig Cheney	Agreed in principle but delivered by proxy or alternative activity (explain in Notes)	The West of England Combined Authority is the regional strategic lead body for business and skills and is the commissioner of the Adult Education Budget and programmes such as Workforce for the Future. The council will engage with regional colleagues about the potential for broadening the scope of this scheme.
	Goal 405 Year: 2043 Every neighbourhood in the city supports interesting, active jobs		Collaborate with other organisations to set high quality green standards for companies and require approval/accreditation on	John Smith	Craig Cheney	Action not feasible (explain in Notes)	Standards for energy efficiency retrofit are set nationally and these will be used for future government funding.

	maintaining the local green infrastructure		retrofit/energy improvements				
			Learn from other cities and countries where green technologies are the norm and report on what regulatory frameworks and investment plans could be applied to the Bristol region	Zoe Willcox	Nicola Beech	Agreed as set out	We will work with the international network for sustainability International Council for Local Environmental Initiatives to identify good practice internationally.
Council to take leadership and responsibility for meeting its emissions targets in the housing stock by working in partnership with the business, education and community sectors, creating a programme of implementation to drive community changes.	Goal 15 Year: 2021 Continue to deliver new net zero carbon homes and begin delivery of retrofitting for existing housing stock to meet Bristol's Climate and Ecological Emergencies	Zoe Willcox	Initiate talks with business, education and community partners and work with them to establish and deliver a plan on achieving the targets on home improvements (net zero), ensuring it's not left to individuals	Zoe Willcox	Nicola Beech	Agreed as set out	Following the publication of the UK Heat and Building Strategy BCC is developing a Heat Decarbonisation Plan for the city, working with city partners. This plan will set out the priorities for action, the available national funding and work we will undertake to enable additional public, private and household investment in decarbonisation of heating.
	Goal 49 Year: 2023 Collaboration across the city ensures the integration of climate and ecological standards in the strategic overarching development framework to guide housing, employment and infrastructure (Joint Spatial Plan)		Focus support in areas of high deprivation, fuel poverty and poor quality housing, to ensure fairness, while promoting successful schemes as good practice	Zoe Willcox	Nicola Beech	Under Assessment	In developing the Bristol Heat Decarbonisation Plan, Action 6, we will consider the suggested action in more detail.
	Goal 86 Year: 2025 Work on decarbonising Bristol's housing stock is well underway with strong retrofitting industries having been developed, ready to accelerate progress towards Bristol's carbon neutral ambitions		Identify a singular, independent, existing non-profit agency to take on oversight	Zoe Willcox	Nicola Beech	Under Assessment	In developing the Bristol Heat Decarbonisation Plan, Action 6, we will consider the suggested action in more detail.
	Goal 104 Year: 2026 Climate resilience has been built into housing planning and policy to ensure that Bristol's housing stock is becoming resilient to extreme weather events, in line with the city's 2030 ambitions		Monitor performance and publicly report on progress against targets, every 6 months, with the opportunity for Council scrutiny: reporting must be something visual and easy to understand.	Zoe Willcox	Nicola Beech	Under Assessment	In developing the Bristol Heat Decarbonisation Plan, Action 6, we will consider the suggested action in more detail.
	Goal 152 Year: 2029						

	<p>100% of Bristol City Council and Housing Association homes are rated as high energy performance (C+) where not listed buildings</p> <p>Goal 176 Year: 2030 Bristol's housing stock is zero carbon and supports a diverse ecological environment following the ambitions set out in the Climate and Ecological emergencies"</p>						
<p>Create innovative financing options including grants, and/or loans to support home owners and landlords to improve the energy efficiency of every home in Bristol.</p>	<p>Goal 100 Year: 2026 The number of fuel poor homes in Bristol has significantly reduced, with improved energy efficiency of homes and increased access to advice services</p> <p>Goal 133 Year: 2028 An extensive Heat Network provides district heating via a network of underground pipes, which are connected to a number of zero carbon energy centres</p>	<p>Donald Graham</p>	<p>Provide interest free loans for home sustainability improvements. With repayment over the long term, possibly linked to council tax. Principles should be similar to a student loan, only paid back when you earn over a certain threshold.</p>	<p>Donald Graham</p>	<p>Tom Renhard</p>	<p>Taking forward in part (specify which elements in Notes)</p>	<p>Loans are already available to install energy efficiency measures for home owners using low interest options available enabling repayment over 15 years. Eligibility to access loans is only available to those able to repay.</p> <p>The City Council is unable to provide grants for energy efficiency in homes at the scale needed to meet the Net Zero goals. We will aim to ensure that Bristol residents are aware of and able to access grants. We will encourage government to provide further grants to mee the scale of the challenge.</p> <p>For example, we are currently running the Bright Green Homes project which at 21/12/21 had delivered 120 new measures (insulation or solar pv) to homes with low incomes and energy efficiency ratings. Total grant funding is £3.4m, shared with North Somerset Council.</p>
	<p>Goal 315 Year: 2038 Local energy storage solutions help manage peak energy use periods across the local network</p>		<p>Provide grants for lower income households. Prioritise grants to ensure equality (means tested). Set clear and transparent criteria around the grant system. Assure safeguards are in place for fair accountability.</p>	<p>Donald Graham</p>	<p>Tom Renhard</p>	<p>Action not feasible (explain in Notes)</p>	<p>BCC does provide grants to households as part of a regional or national scheme. However, there are currently no national or regional schemes. We will continue to seek from HM Government national grants and loans to support decarbonisation by households, taking into account their income and the degree of improvements made.</p>
	<p>Goal 241 Year: 2034 Every public building in the city meets the highest standard of energy efficiency</p>		<p>BCC to define, create and regulate different levels of financial options for home efficiency improvement. The standard option should be for home improvement to achieve the target of net zero by 2030. Beyond this there will be a range of interest charged options as a choice for those that wish to make</p>	<p>Donald Graham</p>	<p>Tom Renhard</p>	<p>Action not feasible (explain in Notes)</p>	<p>BCC does provide grants to households as part of a regional or national scheme. However, there are currently no national or regional schemes. We will continue to seek from HM Government national grants and loans to support decarbonisation by households, taking into account their income and the degree of improvements made.</p>
	<p>Goal 152 Year: 2029 100% of Bristol City Council and Housing Association homes are rated as high energy performance (C+) where not</p>						

	<p>listed buildings</p> <p>Goal 135 Year: 2028 Smart energy technology is installed in over 75% of homes in Bristol to support the efficient use of energy, particularly from sustainable sources and contribute to ending fuel poverty"</p>		improvements past the base level.				
			Provide a central channel/platform for tenants to communicate with council that they want to make sustainability improvements so that the council can require and support the landlord to do this.	Donald Graham	Tom Renhard	Agreed in principle but delivered by proxy or alternative activity (explain in Notes)	There is a dedicated role in housing, coordinating action to ensure private rented homes meet or exceed minimum EPC standards. If concerns are raised about energy standards and the EPC level is below the minimum standard, action will be started. There is no dedicated channel for these enquiries.
			BCC to explore establishing a centralised green housing fund to supply the above.	Denise Murray	Craig Cheney	Action not feasible (explain in Notes)	BCC does provide grants to households as part of a regional or national scheme. However, there are currently no national or regional schemes. We will continue to seek from HM Government national grants and loans to support decarbonisation by households, taking into account their income and the degree of improvements made.
<p>Reduce the fragmentation of all the different sustainability schemes and initiatives by creating and promoting an independent One Stop Shop that contains objective, trustworthy information, in order to provide support right through the process.</p>	None	Zoe Willcox	Create a One Stop Shop for sustainability improvements that is both a website and physical shop with showrooms.	Zoe Willcox	Nicola Beech	Under Assessment	<p>Currently BCC pays for energy advice services from the Centre for Sustainable Energy for City Council Tenants and for other households - on-line, on the phone and in person.</p> <p>In addition, CSE and the Green Register provide an advice service to homeowners wanting to improve the energy efficiency of their home and can introduce them to accredited builders. See https://www.futureproof.uk.net/</p> <p>There may be potential to expand the scope of this advice service and include a physical exhibition/demonstration however no resources have been identified for this. We will review existing advice provision and develop proposals to integrate more effectively, with potential for a physical exhibition subject to securing external funding. This is linked to Action 22.</p>
			Create a staged approach to achieving sustainability improvements, beginning with a home survey (like the Cold Homes Energy Efficiency Survey Experts thermal imaging survey). Results to be integrated into the One Stop Shop process.	Zoe Willcox	Nicola Beech	Under Assessment	See Action 15

			Market the One Stop Shop through a city wide marketing campaign. Promote the One Stop Shop as part of the wider Net Zero brand/identity. Have an annual festival, or presence/stall, touring van with volunteers from each community at local community events.	Zoe Willcox	Nicola Beech	Under Assessment	See Action 15
			Involve young people in the One Stop Shop through creating an education pack for information to bring the One Stop Shop and its principles into schools.	Zoe Willcox	Nicola Beech	Under Assessment	See Action 15
<p>The Council should introduce a set of tiered Bristol standards (tiers from minimum requirements to best practice aspiration standards) relating to energy consumption and efficiency for all retrofits, building improvements, developments and new builds (domestic and commercial) that are clear and well communicated, and linked to planning regulations.</p>	<p>There are a number of goals regarding energy efficiency as can be seen above - but none regarding a specific tier system that links to planning.</p> <p>Goal 61 Year: 2024 The new planning policy (Local Plan) is adopted with strong policies on carbon neutrality, climate resilience and standards of design for wildlife, water, waste and resources, and wellbeing</p>	Zoe Willcox	Develop and introduce standards for all existing properties (e.g. for home-owners, landlords, and social housing) and to be incorporated into new building regulations.	Zoe Willcox and Donald Graham - suggested splitting into two Actions - See notes	Tom Renhard	Taking forward in part (specify which elements in Notes)	<p>Standards for energy efficiency retrofit are set nationally and these will be used for future government funding.</p> <p>These standards relate to the energy performance of the Building - Energy Performance Certificates, and to retrofit works - the Publicly Available Specification 2035 or PAS2035.</p> <p>Building regulations are set nationally and we cannot vary them locally.</p> <p>Going forward we can create Local Plan policies for new buildings to set zero carbon standards and policies are in development to achieve this.</p> <p>Going forward we can set standards for the development of new council home and for their refurbishment.</p> <p>These should be come two actions for development of place and local housing supply respectively.</p>
	<p>Goal 49 Year: 2023 Collaboration across the city ensures the integration of climate and ecological standards in the strategic overarching development framework to guide housing, employment and infrastructure (Joint Spatial Plan)</p>		Implement a set of standards which are required of all landlords and rented properties; these should be higher than current standards i.e. to rent a property out it should have to meet a minimum environmental standard.	Donald Graham	Tom Renhard	Taking forward in part (specify which elements in Notes)	In line with our powers, landlords with properties below EPC level E are being contacted and required to make improvements to meet minimum standards.
	<p>Goal 104 Year: 2026 Climate resilience has been built into housing planning and policy to ensure that Bristol's housing stock is becoming resilient to</p>		Establish a system for the council to conduct checking and signing-off that the standards have been met.	Donald Graham	Tom Renhard	Taking forward in part (specify which elements in Notes)	In property licensing areas, landlords are required to provide evidence their accommodation meets the minimum EPC level.

	extreme weather events, in line with the city's 2030 ambitions		Communicate independent and trustworthy information about different types of energy and environmental improvements, their impacts on the environment and the investment costs, running costs, and savings to allow comparison of different options and possibilities. (The One Stop Information Centre could do this.)	Zoe Willcox	Nicola Beech	Agreed as set out	Centre for Sustainable Energy currently provides advice for City Council Tenants and for other households - on-line, on the phone and in person. In addition, CSE and the Green Register provide an advice service to homeowners wanting to improve the energy efficiency of their home and can introduce them to accredited builders. See https://www.futureproof.uk.net/ . We will review the advice being provided by BCC and Partners and consider whether improvements can be made within existing resource levels.
			Create a 'green dot' or similar branding/logo to show you meet the standards as a trader, landlord, property owner or builder, with builders being trained to understand and meet these.	Donald Graham	Tom Renhard	Action not feasible (explain in Notes)	Standards for energy efficiency retrofit are set nationally and these will be used for future government funding. These standards relate to the energy performance of the Building - Energy Performance Certificates, and to retrofit works - the Publicly Available Specification 2035 or PAS2035.
Develop a pilot programme for a street or neighbourhood to showcase what could be achieved if a citywide approach to reaching net zero was taken, with control, coordination and cooperation at a local level.	While there are a number of goals related to achieving net zero in housing, transport etc, there are no plans to develop a specific test bed to be used to demonstrate this. Goal 15 Year: 2021 Continue to deliver new net zero carbon homes and begin delivery of retrofitting for existing housing stock to meet Bristol's Climate and Ecological Emergencies	Zoe Willcox	Introduce an awareness campaign so that local people can understand what is proposed and can come forward and bid to be the pilot project – the enthusiasm and desire to do it has to come from them. Consult local people as a key element in getting everyone together and working with them, identifying small and big wins, and what is realistic for people, including clear information about the investment costs, running costs and savings.	Zoe Willcox	Nicola Beech	Taking forward in part (specify which elements in Notes)	This recommendation should be considered as a whole as one potential project. BCC to investigate potential funding opportunities for a street or neighbourhood retrofit demonstrator.
	Goal 52 Year: 2023 A citywide programme is in place to ensure all transport in Bristol is zero carbon by 2030 Goal 334 Year: 2039 The Bristol Health and Social Care sector is pioneering carbon neutrality work within the wider health community with an aim towards net carbon negative Goal 50		Select a street / neighbourhood that enables a combination of owner occupied, social housing and private rental buildings to showcase what can be achieved across all of these types of property. Use existing methods of energy saving and have a clear timeframe for implementing the changes (e.g. 2 years). Provide financial assistance to make it affordable for	Zoe Willcox	Nicola Beech	Under Assessment	Part of 24.

	Year: 2023 The delivery of Liveable Neighbourhoods and Neighbourhood Development has empowered people within their neighbourhoods and fostered wellbeing and community across Bristol		people to participate to achieve this.				
			Appoint someone accountable with an oversight role, to avoid 'contracts to mates' and ensure there is learning from previous 'renewal areas' (e.g. Easton, Totterdown, St Werburgh's.)	Zoe Willcox	Nicola Beech	Under Assessment	Part of 24.
			Go beyond energy to look at the wider environment, looking at on-street charging for electric cars, tree cover, with the aim of creating the 'ideal environmental neighbourhood' 'future street' and making it a visually stimulating, lovely, liveable place.	Zoe Willcox	Nicola Beech	Under Assessment	Part of 24.
			Hold a big party and week-long open event at the end of every street improvement pilot, to celebrate and also open it up for others to come and see, create a buzz, ensure it is joyful and fun, people are excited to do it, and that these kinds of changes are ambitious but doable.	Zoe Willcox	Nicola Beech	Under Assessment	Part of 24.
Create an inclusive, transparent and accountable process where the council engages together with citizens,	There are no OCP goals that specifically refer to community/business/stakeholder engagement with regards to the transport system, there are goals related to community engagement and the transport system separately:	John Smith	Appoint a champion to work with the chair of the One City transport board to have responsibility for these recommendations, with a focus on accessibility in local communities.	Tim Borrett	Ellie King Don Alexander	Agreed in principle but delivered by proxy or alternative activity (explain in Notes)	Whilst there is no issue with this idea in principle, we are currently (Q4 21/22) refreshing several One City boards and ways of working, including the stronger inclusion of Mayoral Commission input. It is likely that through this process independent input, expertise and challenge would be provided via the Disability Commission.

businesses and stakeholders to better communicate our climate commitments through a sustainable transport system.	Goal 143 Year: 2028 The first mass transit route is completed, transforming the movement of people across the city		Set yearly targets based on these recommendations, and assess them quarterly, with the One City commissioner/czar/champion reporting to One City board and council on progress.	John Smith	Craig Cheney Ellie King	Under Assessment	There is wider work ongoing around how BCC manages/reports on performance in the round. There are many moving parts to link up and this work will be additional to that. It will be explored jointly by the One City team, transport colleagues and the Insight, Performance and Intelligence team as part of the council establishing an updated Performance Framework.
	Goal 179 Year: 2030 Completion of the second mass transit route to transform movement of people across the city		Widen One City partners to include all employers with over 300 staff by promoting the benefits of being involved.	Tim Borrett	Ellie King	Under Assessment	To be considered as part of One City operating model refresh during Q1 22/23. Activity would be captured within One City Plan if progressed.
	Goal 250 Year: 2034 Completion of all four mass transit links to Bristol Airport, North Fringe, East Fringe, Bristol to Bath to transform movement of people across the city		Establish a working group with key council services and utility suppliers e.g. water, gas, broadband etc. to find ways of utilising maintenance budgets to focus on improving neighbourhoods.	Patsy Mellor	Marvin Rees Don Alexander	Under Assessment	
	Goal 342 Year: 2039 Transformational use and growth in public transport as a result of the bus deal and delivery of Mass Transit		Publish a clear and concise breakdown of how the transport budget is formed and what organisations contribute to it and how it is spent.	John Smith Patsy Mellor	Don Alexander	Agreed in principle but delivered by proxy or alternative activity (explain in Notes)	The Transport Capital Programme is approved yearly at Cabinet and includes a list of project and initiatives that the team is delivering against. Going forward much of this reporting is likely to occur at WECA level. More details can be provided Q2 of 2022.
Urgently reduce air pollution levels caused by vehicle use to safe and legal levels.	Goal 18 Year: 2021 Clean Air Zone progressed with proportional supporting measures to encourage a reduction in traffic entering the city, allowing businesses and residents to adapt and the start of improved air quality	John Smith	Focus funding to areas with high air pollution levels.	John Smith	Don Alexander	Taking forward in part (specify which elements in Notes)	The Bristol Clean Air Zone will improve air quality for those communities with the highest levels of pollution. In this way funding is being directed to those communities. It is also important to note that there are other factors beyond air quality that we need to consider in prioritising funding, such as deprivation, safety and access to services.
	Goal 72 Year: 2024 Enhanced suburban rail services delivered including the Severn Beach line, Henbury Spur and Portishead line, improving rail usage, leading to better passenger satisfaction and contributing to the Clean Air Strategy		Publish air pollution levels in neighbourhoods in clear, concise and accessible way e.g. signs with pollution levels on.	John Smith	Marvin Rees	Agreed in principle but delivered by proxy or alternative activity (explain in Notes)	Air quality monitoring is undertaken by Sustainable City and Climate Change Service but communication of these results will be integrated with the Clean Air Zone communications work.
	Goal 144		Promote innovative ways to increase carbon effective planting by investing in existing green spaces and better utilising available space in all buildings	Zoe Willcox	Marvin Rees	Agreed in principle but delivered by proxy or alternative activity	In developing the Bristol Green Infrastructure Strategy we will investigate ways in which plants and nature can be incorporated. Planting will not have a significant benefit for carbon capture or air quality improvements and so planting should be undertaken for amenity and wildlife benefits and

	<p>Year: 2028 The average journey time in Bristol has improved by 10% since 2018 as levels of congestion have decreased, improving air quality and the ease of movement in the city</p> <p>Goal 170 Year: 2030 Bristol has achieved the World Health Organisation (WHO) targets for air quality</p> <p>Goal 223 Year: 2033 Bristol's air quality is no longer considered a contributor to premature deaths and annual mean Nitrogen Dioxide levels are below 30ug at all city locations</p>		<p>businesses and houses, etc (e.g. living roofs on bus stops).</p> <p>Work with all schools to implement 'Bristol School Streets' - roads being closed during pick up and drop off times.</p>	Alison Hurley	Asher Craig Don Alexander	(explain in Notes) Taking forward in part (specify which elements in Notes)	<p>be an integral part of say street layout changes as part of liveable neighbourhoods.</p> <p>Bristol has delivered a number of school streets projects already and has plans for another 4 locations in the coming academic year. It is important to note that some locations will not be suitable for timed or permanent closures given the impact on the surrounding network. Further rollout of this programme will be dependent on funding.</p>
<p>By 2030, make Bristol the best city internationally to travel around, by prioritising sustainable, safe, healthy, accessible alternatives to the car for all.</p>	<p>Goal 02 Year: 2021 Introduce free bus travel for all 16 to 18 year olds to help connect and reconnect young people with the city</p> <p>Goal 16 Year: 2021 Continue the reduction in car traffic and support the revitalisation of city centre, hospitality, retail, culture and night-time economy, by expanding active travel and public transport options and providing ongoing funding of essential transport</p> <p>Goal 340 Year: 2039 City waterways and rivers are being better utilised for sustainable and healthy methods of travelling across the city</p> <p>Goal 324 Year: 2038 Trials to improve alternatives to car use are expanded onto more</p>	John Smith	<p>Reduce the number of car journeys in Bristol, with year on year targets, so that at least 80% of journeys in 2030 are by active travel and public transport by:</p> <p>a. Increasing provision of affordable buses; b. Establishing a city wide bike, e-bike and cargo e-bikes, e-scooters scheme and car share schemes; c. Transferring 3-5% of road space to cycling, walking and green space every year; d. Transferring 3-5% of street car parking spaces in the city over to cycle parking and shared green space every year; e. Developing a school transport scheme (e.g. yellow school buses, e-scooters and more secure bike storage in schools).</p>	John Smith	Don Alexander	<p>Agreed in principle but delivered by proxy or alternative activity (explain in Notes)</p>	<p>Our plans for increasing provision of affordable buses is set out in full in the recently published Bus Service Improvement Plan (BSIP). The Bus Deal committed to increase the modal share of bus to 20% of all journeys in Bristol by 2031.</p> <p>Car Club schemes are already in operation in the city and are conditioned as part of new developments. Their further expansion is somewhat dependent on the commercial interests of operators. Similarly the proposal for e-scooters is being fulfilled through the current trial, with wider rollout and adoption dependent on government's decision regarding their long term legality. E-bikes and cargo bikes are supported by the council but will need to be delivered and operated by a partner with a commercial interest in operating a scheme.</p> <p>While we agree in principle with transferring road space to more sustainable forms of travel, the target as it is written could be considered arbitrary. More importantly we need to ensure schemes are effective at promoting alternatives be that through road space reallocation, better service level provision, or other means (e.g. pricing).</p> <p>We support reallocating car parking spaces to cycle parking and green space. Again, we would challenge the target, instead looking at what the specific needs are/demand is in each community.</p> <p>With regards to school travel, we have several existing</p>

	<p>major transport corridors to better manage efficient and reliable movement of people</p> <p>Goal 216 Year: 2032 Autonomous robotic vehicle trials are carried out to improve alternatives to car use on selected major transport corridors to better manage efficient and reliable movement of people</p> <p>Goal 504 Year: 2048 Travel by the city's waterways and rivers is viewed as the norm and contributes to healthy outcomes for citizens</p>						<p>offers and initiatives in place to promote sustainable journeys inc. school streets programme, behaviour change projects and grants for better onsite facilities. The BSIP (mentioned above) will also seek to improve services across the network and reduce fares for children. Bristol City Council is also implementing the Mayors manifesto commitment to provide free travel for students under 25 and apprentices.</p>
			<p>Bring the buses back into public ownership e.g Reading buses to improve provision for everyone including a single flat fare (regardless of peak or off peak times) that covers all public and active transport (e.g. funding for bike storage) in West of England Combined Authority (WECA) by 2023.</p>	John Smith	Don Alexander	Action not feasible (explain in Notes)	<p>Under current legislation it is not possible to establish a municipal bus company.</p>
			<p>Create a budget to invest in active travel, with annual incremental targets so that by 2030 it is equal to what is spent on roads, with a dedicated fundraising unit.</p> <p>a. Funding for segregated cycle lanes, b. Subsidised bikes (free to people on low incomes/benefits), secure bike storage (residential and in the centre) c. training people to ride bikes safely,</p>	John Smith	Don Alexander	Agreed in principle but delivered by proxy or alternative activity (explain in Notes)	<p>The recently announced City Region Sustainable Transport Settlement for the West of England area contains a significant allocation for active and sustainable transport. Outside of this five-year allocation from government, the council is intending to pursue other government grants for walking and cycling improvements as and when they are announced. Increasing spending year on year is not possible to guarantee, as transport funding is largely allocated to the council by WECA, often passporting available Government funding.</p>

			do maintenance and continued improvements of active travel infrastructure				
			Ensure more remote and deprived areas are served by public and active transport network; increase the number of interchanges to support connectivity around the city without having to go via the centre.	John Smith	Don Alexander	Agreed as set out	Improving access to public transport and active travel in deprived areas is well supported in sub-regional and local transport policy. Documents such as our Local Cycling and Walking Infrastructure Plan and Bus Service Improvement Plan detail how we will improve provision to these areas. BCC is working with WECA to deliver 'Mobility Hubs' across the city (which will include services such as bike hire, car clubs and e-scooters) will also improve connectivity to public transport operating on our key transport corridors. BCC is working with WECA to establish a low carbon mass transit system for the city region which will service remote and deprived areas.
			Bristol City Council and WECA to establish a disability and mobility working group, with the aim of increasing provision to all areas of the city and ensuring that transport is truly accessible (e.g. enforcing Equality Act compliance).	John Smith	Don Alexander Asher Craig	Under Assessment	This action would need to be considered by Strategic Transport colleagues and the central Equalities team understands that very similar work may already be planned. This is being explored further and this action will be updated once there is clarity on this.
Fundamentally reimagine the places we live so that they are people centred (i.e. create liveable neighbourhoods).	Goal 35 Year: 2022 An increase in short walking and cycling journeys benefits residents' health and wellbeing and contributes to improved community resilience, a thriving local economy and reduced transport emissions, resulting in more liveable neighbourhoods	John Smith	Demonstrate the benefits of liveable neighbourhoods by implementing 5 pilot schemes in the most deprived neighbourhoods in place by end of 2021	John Smith	Don Alexander	Taking forward in part (specify which elements in Notes)	The council has begun delivery of a pilot Liveable Neighbourhood in East Bristol with plans for a second pilot area to be delivered by 2024. The delivery (and relative success) of these two pilot projects will help inform whether a wider programme of Liveable Neighbourhoods is progressed across the city.
	Goal 50 Year: 2023 The delivery of Liveable Neighbourhoods and Neighbourhood Development has empowered people within their neighbourhoods and		Implement a city-wide community consultation plan which educates about liveable neighbourhoods so that by the end of 2022 all residents have the opportunity to commit to make their neighbourhood a liveable neighbourhood and to define their neighbourhood's particular priorities (e.g. reducing	John Smith	Don Alexander	Taking forward in part (specify which elements in Notes)	Neighbourhoods & Communities can advise Strategic City Transport and Communications who to work with and where to share information about Liveable Neighbourhoods in areas where there is greatest inequity. Neighbourhoods & Communities cannot lead the consultation. This needs to be led by Bristol City Council who have the resource, expertise and are making an offer to citizens. Neighbourhoods & Communities can help to get the word out and put Bristol City Council in touch with relevant community and voluntary organisations that may be able to help. Working with and through local ward councillors will also be vital.

	<p>fostered wellbeing and community across Bristol</p> <p>Goal 75 Year: 2025 The consideration of Children's rights when planning homes, transport and infrastructure is the standard in Bristol, supporting the delivery of liveable neighbourhoods and the child friendly city</p>		through-traffic, parks and green spaces, play streets).				
			Introduce, by law or through policy changes, a presumption that all neighbourhoods should be liveable to allow communities to make the changes they would like to see, for example through removing bureaucracy to closing streets for playing out or street gatherings and through streamlining planning and consultation processes and training community liaison officers to.	John Smith	Don Alexander	Agreed in principle but delivered by proxy or alternative activity (explain in Notes)	Local communities can call for changes to their local neighbourhood through the existing Area Committee process. Looking forward the Council has begun delivery of a pilot Liveable Neighbourhood in East Bristol with plans for a second pilot area to be delivered by 2024. The delivery (and relative success) of these two pilot projects will help inform whether a wider programme of Liveable Neighbourhoods is progressed across the city which would include many of the elements raised in the recommendation.
			Create and maximise green space, greenery and pocket parks in existing neighbourhoods, ensuring that transport infrastructure repairs, maintenance and new transport schemes must improve the amount and quality of green space available where possible by using the Highways Maintenance budget.	Zoe Willcox John Smith Patsy Mellor	Nicola Beech and Don Alexander	Taking forward in part (specify which elements in Notes)	The Council has begun delivery of a pilot Liveable Neighbourhood in East Bristol with plans for a second pilot area to be delivered by 2024. These projects will explore how we can provide more greenspace, parklets and play space in our local communities as well as improve accessibility of local parks. More generally transport projects delivered in the city will typically include greening measures such as tree planting and sustainable urban drainage schemes. The Council also has complementary targets (e.g. doubling of tree canopy coverage) which will help meet the recommendation outlined.
			Creatively reintroduce and support local services and utilising existing services and local businesses, ensuring that they are accessible (e.g. local police, public access to school libraries and mobile libraries).	Christina Gray & John Smith & John Walsh (with property leads from police and NHS etc)	Ellie King and Nicola Beech	Taking forward in part (specify which elements in Notes)	
Get people involved and engaged in the planning and implementation of transport	<p>Goal 17 Year: 2021 Co-design, with community organisations, the development of transport schemes to support our response and recovery to</p>	John Smith	Offer multiple options, modes and levels of participation in the process in order to promote engagement with diverse opinions.	John Smith	Don Alexander	Agreed as set out	Part of this work will fall under the behaviour change campaign work to implement the Clean Air Zone. BCC will undertake a post Clean Air Zone implementation benchmarking exercise to see if this is needed.

initiatives. Make the process accessible, responsive and fun!	COVID-19 Goal 197 Year: 2031 A not-for-profit platform connects creative / technology driven start-ups with investors and mentors, which provides income streams for civic projects and community ventures		Put transparent and publicly accessible evidence-based data at the forefront of communication around decision-making, and in communications with the public use data that makes an impact (e.g. case studies, the average Bristol car journey is less distance than a hedgehog typically walks in a night, 80% of public space is given over to roads).	John Smith	Don Alexander	Agreed as set out	Data used to inform decision making is presented through our policies plans and strategies as well as Cabinet Report papers, but the recommendation is noted to draw on more evidence in future consultation exercises.
			Introduce a city-wide reduced-traffic festival closing road networks in local high streets, with linked funding for communities to implement their own road closures and associated car-free events (e.g. street parties, community gardening) in order to promote reduced car use.	John Smith Patsy Mellor	Don Alexander Ellie King	Under Assessment	
			Engage businesses in alternative transport initiatives, using data and examples of schemes implemented elsewhere in the UK to demonstrate the benefits; pedestrianisation is good for business.	John Smith	Don Alexander Craig Cheney	Agreed in principle but delivered by proxy or alternative activity (explain in Notes)	The council transport team has a business engagement unit that provides employers with a range of support including match-funded grants, travel planning and advice. More could be done to present relevant data to businesses in Bristol promoting the benefits of sustainable travel improvements. To this end we will work with the One City Transport Board and local Business Improvement Districts to communicate the latest data, relevant case studies and best practice.
			Engage directly and specifically with the transport issues faced by children and young adults in education, many of whom are feeling forgotten about and are disengaged from society as a result of COVID-19.	John Smith Alison Hurley	Don Alexander Asher Craig	Agreed as set out	The Council has a schools engagement programme that been operating for a number of years which aims to support parents, children and schools in promoting sustainable transport and raising awareness of relevant initiatives and consultations. The council is doing more to engage children and young people more effectively in transport projects. To this end we will work with relevant stakeholder groups to improve and refine our engagement methods.
Prioritise a healthy and inclusive environment for all Bristol citizens	Goal 22 Year: 2022 Work with key industry sectors and business leaders to improve opportunities for	Zoe Willcox	Require local planning agreements such as Section 106 and Master Plans to prioritise communities health needs.	Zoe Willcox	Marvin Rees Ellie King	Agreed as set out	This will be developed further through updated planning policy in the new Local Plan. This could then provide an appropriate framework for the use of S106 and integration into master-planning that contributes to community health and wellbeing outcomes.

<p>and require businesses to act with corporate social responsibility.</p>	<p>underrepresented groups through inclusive recruitment practice, monitoring workforce data, and enabling community development of key policy areas such as environmental sustainability interventions</p> <p>Goal 51 Year: 2023 The work of the History Commission, Culture Board and Homes Board has integrated the city's history into the fabric of the city</p> <p>Goal 59 Year: 2024 Bristol's skills provision reflects the economy's required skills and key inward investment opportunities, while also focusing on inclusivity and an equitable distribution of workers across key employment areas (e.g. low carbon industries and the healthcare sector)</p> <p>Goal 74 Year: 2025 Inclusion and school attendance rates is on track to be in line with the top quarter of best performing local authorities by 2028</p> <p>Goal 184 Year: 2031 Bristol's cultural and creative industries are actively contributing to inclusive growth across all of Bristol, breaking down barriers for those from underrepresented groups in the sector through partnerships with UWE, Rising Arts Agency, Accentuate and others</p> <p>Goal 278 Year: 2036 Bristol's inclusive approach to</p>		<p>Investigate Scandinavian housing models and conduct a feasibility study to ensure inclusion, address homelessness and improve the efficiency of poor housing stock where necessary.</p>	Donald Graham	Tom Renhard	<p>Agreed in principle but delivered by proxy or alternative activity (explain in Notes)</p>	<p>Through the work of an Innovate UK pilot, we have gained some experience of the use of Modern Methods of Constructions (MMC) homes; for example Boklok and Hope Rise are based on learning from Scandinavian models. There are a further seven pilot sites in the programme for MMC build. BCC is implementing its own heat network and BCC has started to explore a Housing First model, based on Helsinki that focuses on providing homeless people with a permanent home first before tackling wider support issues.</p>
		<p>Inclusive and affordable access to green spaces, sports fields, outdoor gyms with free exercise activities and educate people on where these are and how to use them.</p>	Patsy Mellor	Ellie King	<p>Agreed as set out</p>	<p>This work is largely business as usual and ongoing.</p>	
		<p>Legally protect, maintain and commit to increasing green spaces and community facilities (such as toilets) and create an affordable bus route to join communities to green spaces.</p>	Zoe Willcox John Smith	Marvin Rees Don Alexander	<p>Under Assessment</p>	<p>Provision of and protection of existing green spaces will be addressed through the new Local Plan's policies.</p>	
		<p>Conduct a feasibility study to determine if developers and businesses could be made to invest a set proportion of profits back into the community and to be accountable for this.</p>	Tim Borrett	Marvin Rees Craig Cheney	<p>Taking forward in part (specify which elements in Notes)</p>	<p>Contributions are made through the development system, including Community Infrastructure Levy. During 2022/23 the Council will be considering options to pursue more revenue raising activities including a more coordinated approach to Corporate Social Responsibility, and this action can be addressed within this wider context.</p>	

	<p>tackling the climate and ecological emergencies is recognised as world-leading</p> <p>Goal 518 Year: 2049 Everyone in Bristol feels that they belong; as an inclusive city, settled communities and newcomers alike feel a common purpose, and a shared understanding of each other, with community tensions drastically reduced</p> <p>Goal 524 Year: 2050 Everyone in Bristol can contribute to a sustainable, inclusive and growing economy from which everyone benefits</p>						
<p>Empower local communities in the decision making process to deliver the services and activities that they want in order to promote healthy lifestyle choices.</p>	<p>Goal 01 Year: 2021 Delivery of the Belonging Strategy actions begins so that all children and young people in Bristol feel that they belong and their voices are heard in the city</p> <p>Goal 21 Year: 2022 The voices and needs of children and young people with Special Educational Needs and Disabilities (SEND), as well as the voice of their families, have been firmly embedded within city decision making</p> <p>Goal 127 Year: 2028 Programmes to engage young people and citizenship has resulted in 16 year olds receiving the vote and an increased number of 11 – 18 year olds turning out for the Bristol Youth Vote</p> <p>Goal 177</p>	<p>Christina Gray</p>	<p>Create a support plan made available for all Bristol citizens who require one based on a person centered approach.</p>	Christina Gray	Ellie King	Action not feasible (explain in Notes)	Bristol City Council is unable to provide individual lifestyle services because of capacity and resource. Our focus is on city wide health and the conditions which support health and healthy choices. We will continue to direct citizens to resources which are available nationally and make ensure these are accessible.
			<p>Create local representative groups (using sortition, just like the citizens' assembly) to let communities take control of issues, directly connecting community groups to power (the council and relevant partners).</p>	Christina Gray	Ellie King	Agreed as set out	The Community Resilience Fund will develop deliberative and participatory approaches, a paper will be presented to Cabinet in Feb. The principle of diverse group is agreed, whether or not sortition is used will depend on cost.
			<p>Fund and support existing community led organisations that are getting results and mirror their effective practices with new areas and communities.</p>	Christina Gray	Ellie King	Agreed as set out	This is a core element of BCC Voluntary Community and Social Enterprise strategy and funding programme.
			<p>Create a child and youth panel to include young people in the decision making process in establishing drop-in centres and re-establishing youth clubs. Provide support from professionally trained youth workers and relevant young people from the</p>	Ann James	Asher Craig	Agreed in principle but delivered by proxy or alternative activity (explain in Notes)	This is business as usual in part and intersects with Family Hubs, Youth Zones, Targeted Youth Support and Prevention Violence.

	<p>Year: 2030 All communities in Bristol feel that that their story and narrative is being told, their quality of life is improving and their contributions to the city are being recognised</p> <p>Goal 218 Year: 2033 All communities in Bristol are able to participate in the development and delivery of city-wide and local learning and skills programmes</p> <p>Goal 248 Year: 2034 The number of citizens feeling involved in decision making in their neighbourhoods has increased by 20%</p> <p>Goal 292 Year: 2037 All council-funded and community-led programmes commit to ring-fencing 5% of funding to project evaluation, to understand the impacts on communities</p>		<p>community to share their experience.</p>				
			<p>Community kitchens/shops/gardens should be funded to showcase and celebrate good affordable food (e.g. The Grand Iftar in Easton). These hubs can be used as a social/cultural space as well as promoting healthy eating through classes and by example.</p>	Christina Gray	Ellie King	Taking forward in part (specify which elements in Notes)	Bristol City Council is no longer the primary, or only funder of this type of activity. Bristol City Council will use its convening and partnership powers to leverage resource. Food Policy is a high corporate priority and will continue to be so.
<p>Increase access to diverse and high quality employment opportunities to close the gaps within health inequalities.</p>	<p>See above for OCP goals regarding increasing uptake into the workforce</p>	<p>Alison Hurley</p>	<p>Incentivise businesses with good quality, accredited apprenticeships, training and career pathways through match-funding of wages, contributing towards training/college, support with access costs, and strengthening what currently exists, target areas of high deprivation with rent subsidies to create hubs where needed</p>	Alison Hurley	Asher Craig	Taking forward in part (specify which elements in Notes)	The DWP Kickstart scheme provides wage subsidies for local businesses that create 6 month paid jobs for young people on Universal Credit. The last jobs will be filled at the end of March 2022. Bristol City Council is a managing agent for Kickstart and has filled 160 jobs, with another 100 in progress. Bristol City Council is also using our apprenticeship levy to create high quality apprenticeships in the Council, and also through our levy sharing activity. The West of England Combined Authority is funding Western Training Provider Network to co-ordinate levy sharing in the West of England and to support SME businesses to employ apprenticeships. The use of rent subsidies to subsidise apprenticeship costs would need to be approved by BCC/Landlord Services.
			<p>Initiate PR exercise around different types of jobs – better promotion of jobs that are seen as lower skilled (e.g. carpenter vs desk jobs) but aren't</p>	Tim Borrett	Asher Craig	Action not feasible (explain in Notes)	Bristol City Council promotes schemes when asked to by DWP, however is unable to promote job vacancies due to resource and capacity. This campaign could lead to duplication with efforts from employability specialist organisations and campaigns run by the DWP. Recommend this action is raised at the One City Economy and Skills

							board, and if deemed necessary, run as a One City campaign with partners.
			Raise aspirations in children and young people: better connect all primary and secondary schools with businesses to increase exposure to different opportunities e.g. through internships and or work experience, practical experience	Alison Hurley	Asher Craig	Agreed as set out	Bristol WORKS continues to co-ordinate high quality experience of work activities for young people most at risk of becoming Not in Education, Employment, or Training, who lack employer networks and insights into local careers. The WE Work for Everyone programme is funding supported internships for young Disabled people with learning difficulties and autism.
			Increase support to existing career advice services in school and adult education, emphasising development of soft skills or non-academic subjects as a route into real world opportunities	Alison Hurley	Asher Craig	Agreed as set out	Bristol WORKS is working in partnership with West of England Combined Authority/Careers and Enterprise Company to improve Careers Education, Information, Advice and Guidance for young people pre-16 who are most at risk of becoming Not in Education, Employment, or Training. BCC Community Learning service is providing information, advice and guidance, and informal learning opportunities to support adult learners develop their confidence, transferable skills, readiness to learn and progression pathways to further learning, work and volunteering.
			Language barriers create a vocational-conversion package that enables those with high-skills but limited English to access the market whilst upskilling minimising the potential negative health impacts for this group	Alison Hurley	Asher Craig	Agreed in principle but delivered by proxy or alternative activity (explain in Notes)	There is an English for Speakers of Other Languages Network which has produced a West of England Strategy which is being transferred to West of England Combined Authority as lead agency. Locally there is work underway on this action and involving other local partners such as ACH. The City of Bristol College would be a major partner as they hold adult education budget funding for accredited English for Speakers of Other Languages. BCC Community Learning can contribute through linking up community-based English for Speakers of Other Languages provision and English for Speakers of Other Languages conversation clubs.
Increase awareness and access to health information, education and services targeted according to local need.	Goal 11 Year: 2021 Support community assets (such as community centres / groups) to reduce social isolation and improve mental wellbeing, focusing particularly on communities with mental health	Christina Gray	Put in place local and direct management of health needs utilising existing data (e.g. target GP funding based on local area need, instead of per capita).	Christina Gray	Ellie King	Taking forward in part (specify which elements in Notes)	This action sits with the new ICS and Integrated Care Partnerships. The provision of health information and advice takes place in many ways and levels - both around topics and touch points. What is described here is an individualised approach and sits in population health management. This needs to be embedded in the make every contact count approach. Public Health leads system level initiatives such as Thrive and Food Equality.

<p>inequalities</p> <p>Goal 19 Year: 2022 All young people are able to access a range of activities that supports both their mental and physical health outside of school that is suitable to their needs, including activities such as sport, outward bound courses, forest schools and cycling</p> <p>Goal 30 Year: 2022 Health and care services for children and young people are improved in order to tackle Adverse Childhood Experiences (ACEs), through the ongoing delivery of the Belonging Strategy</p> <p>Goal 101 Year: 2026 Vaccination uptake continues to be maximised in communities experiencing inequalities in health</p> <p>Goal 84 Year: 2025 The gap in healthy life expectancy between the most and least deprived areas of Bristol has been reduced by 10% since 2020, for both men and women</p> <p>Goal 272 Year: 2036 Every citizen in Bristol has the opportunity to learn something new to improve their health and wellbeing</p> <p>Goal 317 Year: 2038 Inequalities in mental health problems for BAME communities are no longer disproportionate compared to the city as a whole</p>	<p>Engage with a diverse range of community leaders (faith leaders, community organisation leaders, play professionals, etc.) to better understand different communities. Find out what's not working so far and how to improve e.g. listening exercises, local citizen's assemblies etc then tailor local health related policy accordingly.</p>	Christina Gray	Ellie King	Agreed as set out	This is an ongoing process with partners and communities. The Mayor and Cabinet meet regularly with community leaders.
	<p>Replicate and communicate good practice. Identify which services and organisations are already out there and doing a good job and what more is needed then replicate good practice.</p>	Christina Gray	Ellie King	Taking forward in part (specify which elements in Notes)	This is a core part of ongoing change processes across the system.
	<p>Utilise 91 Ways as a facilitator of good nutrition through the sharing of food heritage-embed into school curriculum (Bristol One Curriculum)</p>	Alison Hurley	Ellie King Asher Craig	Agreed in principle but delivered by proxy or alternative activity (explain in Notes)	The Bristol One Curriculum is not a Bristol City Council led project. Any work to integrate 91 Ways into the Bristol One Curriculum will need to be led and overseen by the Bristol One Curriculum Steering Group.
	<p>Individuals with complex needs: provide funding for homelessness organisations for post-COVID-19 recovery strategy.</p>	Donald Graham	Tom Renhard	Taking forward in part (specify which elements in Notes)	Clients with complex needs are included in our proposals for RSI 5-7 (3 year funding). Proposals are being developed with homelessness organisations. Majority of grant funding will go to homelessness organisations. The Changing Futures programme will focus on system change for clients with multiple disadvantage.

	<p>Goal 316 Year: 2038 Hospital admissions from people in the most deprived areas for long term conditions such as diabetes and respiratory disease have halved from the 2018 level</p> <p>Goal 389 Year: 2042 Inequalities in early cancer diagnosis have been significantly reduced</p> <p>Goal 425 Year: 2044 The strong and persistent link between social inequalities and disparities in health outcomes has been addressed as recommended by the Marmot Review 2010</p> <p>Goal 444 Year: 2045 The gap in healthy life expectancy has significantly reduced between the most deprived and most affluent areas in Bristol</p> <p>Goal 479 Year: 2047 Hospital admissions from people in the most deprived areas for long term conditions such as diabetes and respiratory disease are at a third of the 2018 level</p>						
All departments of the council must take on the mandate to reduce health inequalities and improve the health of all	There are many OCP goals related to health inequality (see below) - however none have power over council policy and departments	Tim Borrett	Every Council department takes responsibility for the health of Bristol citizens – where necessary budgets and resources need to come together to facilitate such decisions.	Christina Gray Tim Borrett	Ellie King	Agreed in principle but delivered by proxy or alternative activity (explain in Notes)	Health in all policies is included as a principle in the Council's Corporate Strategy and further work to embed this is underway through a review of policy functions in the Council. Health impact needs to be systematically applied This will be an area of ongoing practice and improvement.

<p>citizens in the city with a focus on accountability, partnership and transparency when measuring and using public health data.</p>			<p>Establish an information network relevant to all stakeholders and users, (including those with protected characteristics), using faster, better data. Use a flow of information which is available to as many people as need it, including community groups. This will promote holistic decision-making and joined up budgets.</p>	Tim Borrett	Marvin Rees Ellie King	<p>Agreed in principle but delivered by proxy or alternative activity (explain in Notes)</p>	<p>Whilst this sounds simple the logistics and costs of establishing and maintaining it could be prohibitive. However, we are always looking for new ways to effectively share information with communities and stakeholders and will keep this under consideration through the People and Communities Working Group. It should certainly be possible to fulfil this in part by mapping community-level contacts and updating our distribution databases for news and marketing material (as long as new contacts' consent is given for this).</p>
			<p>Work together internally and actively listen to community organisations and partners to create, gather and use data with clear information flows up and down, using all forms of media appropriate for the different social groups within Bristol.</p>	Christina Gray	Ellie King	<p>Taking forward in part (specify which elements in Notes)</p>	<p>This can be embedded in Joint Strategic Needs Assessment and apply Joint Strategic Needs Assessment across all areas of busines. There is no additional resource so will require use of and opening channels</p>
			<p>Allocate funds to preventative measures – we recognise that prevention and small actions now pay dividends later.</p>	Christina Gray Denise Murray	Ellie King Craig Cheney	<p>Taking forward in part (specify which elements in Notes)</p>	<p>Preventative investment would be directly linked to a health in all policy approach and is about how the Council and partners invest and leverage. The action is to develop approaches and tools by which this may happen.</p>
			<p>Establish an independent body to review health inequality information. Use information such as the One City Plan to provide data metrics, and in combination with the citizens assembly reflect and report on health inequalities – disseminate information on relevant media and audiences.</p>	Christina Gray	Ellie King Asher Craig	<p>Taking forward in part (specify which elements in Notes)</p>	
			<p>Ensure that Bristol continues to improve its inter-racial coherence and fairness in health provision by ensuring meaningful BAME representation and where necessary over-</p>	Christina Gray Tim Borrett	Ellie King Asher Craig	<p>Agreed in principle but delivered by proxy or alternative activity</p>	<p>We are ensuring that Bristol City Council continues to lead race equality and health work linking with NHS England inequality programme, Office for Health Improvement and Disparities and Department for Levelling Up, Housing and Communities inequality programmes. we will ensure that the Race and Health Challenge Group is established, and the</p>

			representation in all quarters of health research, data use, management and information dissemination			(explain in Notes)	Race Equality Commission and leadership groups are supported.
<p>Invest in an equitable start to life from pre-birth to young adults (up to 25)</p>	<p>Goal 19 Year: 2022 All young people are able to access a range of activities that supports both their mental and physical health outside of school that is suitable to their needs, including activities such as sport, outward bound courses, forest schools and cycling</p>	<p>Alison Hurley</p>	<p>Address food poverty in children by increasing access to and awareness of culturally diverse nutritional food throughout the school year to avoid attention and learning deficits and improve mental and physical health. A strategy should be in place to achieve this by Christmas 2021.</p>	Alison Hurley	Asher Craig Ellie King	Agreed in principle but delivered by proxy or alternative activity (explain in Notes)	There is no resource to create a new strategy within Education and Skills. However, the Holiday Activities and Food programme is funded to support the most vulnerable pupils during the summer, winter, and Easter holidays. The food and physical activity focus can incorporate some aspects of this action utilise an existing funded programme. BCC made £660,000 available from the Household Winter Hardship Fund for pupils on Free School Meals food for food vouchers for October 2021 and February 2022 half terms.
	<p>Goal 21 Year: 2022 The voices and needs of children and young people with Special Educational Needs and Disabilities (SEND), as well as the voice of their families, have been firmly embedded within city decision making</p>		<p>Make existing charities and youth organisations the first point of contact for young people and families. Fund these local and grassroots groups to provide well trained youth leaders to build relationships in the community and deliver a wider range of joined up services.</p>	Alison Hurley / Ann James	Asher Craig/ Ellie King	Under Assessment	Children and Young People Community grant funding currently sits separately from wider population programmes
	<p>Goal 37 Year: 2023 All children have access to healthy food at school, with school meals meeting the highest nutritional standards and with improved access to growing food opportunities for children in schools and food education</p>		<p>Invest in children and young people's mental health using technologies appropriate to them, which are easily found and advertised digitally, which have an immediate response, and use local organisations to deliver.</p>	Alison Hurley	Asher Craig Ellie King	Agreed in principle but delivered by proxy or alternative activity (explain in Notes)	It is likely that elements of this are already addressed within the Thrive mental health programme, but we will consider what more might be possible. It is likely any use of technology platforms would be best provided by existing, trusted healthcare providers to which people can be signposted, rather than duplicating this locally.
	<p>Goal 39 Year: 2023 The city is supporting Bristol's early years and childcare sector to deliver the best possible start for Bristol's children, including an affordable municipal childcare offer</p>		<p>Advocate to educate parents and train teachers, support staff and peers in schools (or home-school settings) to recognise challenging lives and have difficult conversations about mental health to catch issues early.</p>	Alison Hurley	Asher Craig Ellie King	Under Assessment	<p>Work on this has already progressed through a range of additional resources, training, and interventions such as:</p> <ul style="list-style-type: none"> - use of wellbeing grant to roll out mental health training across schools - Specific training for Learning Support Assistants - school-based mental health first aiders - joint programmes between schools and Children's mental health services <p>Expansion of projects and school-based roles will also continue in line with DfE funding and local priorities</p>
	<p>Goal 109 Year: 2027 There are no children or young people living in temporary accommodation in Bristol</p>						

	<p>Goal 163 Year: 2030 A 30% reduction has taken place since 2020 in the gap between children in the most deprived areas and children in the rest of the city achieving a good level of development at early years foundation stage</p> <p>Goal 145 Year: 2029 A higher proportion of young people from disadvantaged backgrounds now go onto post 16 and post 18 education</p> <p>Goal 235 Year: 2034 Accredited, online, modular education courses is available to everyone in the city</p> <p>Goal 199 Year: 2032 200 Bristol companies have pledged to provide quality work experience to children in the city who traditionally have less access to such opportunities</p> <p>Goal 273 Year: 2036 Through focussed work in particular with care leavers and traditionally excluded groups, Bristol is now a city where no young people (aged 15-24 years) are involuntarily not in education, employment or training (Not in Education, Employment, or Training)</p> <p>Goal 254 Year: 2035 Free, good quality pre-school education is available for all</p> <p>Goal 236 Year: 2034 All children with behavioural</p>						
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<p>problems have the necessary support in place as early as possible, through earlier assessment and intervention</p> <p>Goal 325 Year: 2039 75% reduction in the gap in levels of development at early years between children who live in the most deprived areas of Bristol</p> <p>Goal 345 Year: 2040 The educational attainment gap is not linked to protected characteristics</p> <p>Goal 344 Year: 2040 Every child who is educated in Bristol is given equal opportunity of paid employment in the city irrespective of the neighbourhood they grew up in or any protected characteristics (such as race, religion or belief, disability, sex, sexual orientation or gender reassignment)</p> <p>Goal 523 Year: 2050 Every child in Bristol has the best possible start in life, gaining the support and skills they need to prosper in adulthood</p> <p>Goal 471 Year: 2047 Children's access to learning, and their attainment potential, are not determined by where they live in the city</p>							
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