

# Cabinet Agenda



**Date:** Tuesday, 7 June 2022

**Time:** 4.00 pm

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

## Distribution:

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

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

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

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

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

**Date:** Thursday, 26 May 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 7 June Cabinet is 12





noon on Monday 6 June. These should be sent to [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk)

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

- A question may be asked by a member of the public or a member of Council, provided they give notice in writing or by e-mail (and include their name and address) no later than 3 clear working days before the day of the meeting.
- Questions must identify the member of the Cabinet to whom they are put.
- A maximum of 2 written questions per person can be asked. At the meeting, a maximum of 2 supplementary questions may be asked. A supplementary question must arise directly out of the original question or reply.
- Replies to questions will be given verbally at the meeting. If a reply cannot be given at the meeting (including due to lack of time) or if written confirmation of the verbal reply is requested by the questioner, a written reply will be provided within 10 working days of the meeting.
- The deadline for receipt of questions for the 7 June Cabinet is 5.00 pm on Monday 30 May. These should be sent to [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk)

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

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

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

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

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

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

(subject to a maximum of three items)



**6. Reports from scrutiny commission**

**7. Chair's Business**

To note any announcements from the Chair

**PART B - Key Decisions**

**8. Additional Provision Framework - Therapists, Mentors and Tutors Approved Provider List**

(Pages 9 - 20)

**9. Safer Streets Fund Round 4 grant bid**

(Pages 21 - 65)

**10. Defra Innovation Resilience Programme Fund (Frome Catchment Innovation Programme)**

(Pages 66 - 178)

**11. Integrated Community Equipment Services (ICES) Award and Contract Extension**

(Pages 179 - 184)

**12. Old City & King Street Pedestrianisation Scheme Full Business Case**

(Pages 185 - 213)

**13. Zero Emission Transport City**

(Pages 214 - 228)

**14. Levelling Up Fund bid opportunities**

(Pages 229 - 236)

**15. Council Tax Reduction Scheme 2023/24**

(Pages 237 - 257)

**16. 2021/22 Revenue Budget outturn**

Report to follow



- 17. Digital Strategy** (Pages 258 - 319)
- 18. Microsoft Desktop Licensing – In-year Uplift and future contracting** (Pages 320 - 321)
- 19. Expansion of the Climate and Ecological Emergency Catalyst Programme** (Pages 322 - 350)
- 20. Extensions for Preventing Homelessness Accommodation Pathways – adults (22+)** (Pages 351 - 373)
- 21. Housing IT and Transformation programme – approval of Outline Business Case** (Pages 374 - 449)



# Public Information Sheet

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

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

## Public meetings

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

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

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

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

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

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

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

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

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

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

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

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



## Public Forum

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

The following requirements apply:

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

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

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

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

### During the meeting:

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



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

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

### Webcasting/ Recording of meetings

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

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





# Decision Pathway – Report

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 07 June 2022

<b>TITLE</b>	<b>Additional Provision Framework - Therapists, Mentors &amp; Tutors Approved Providers List</b>		
<b>Ward(s)</b>	All		
<b>Author:</b> Gail Rogers	<b>Job title:</b> Head of Children’s Commissioning		
<b>Cabinet lead:</b> Cllr Asher Craig – Cabinet Member for Children Services, Education and Equalities	<b>Executive Director lead:</b> Hugh Evans – Executive Director, People		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>			
<ol style="list-style-type: none"> <li>To approve the establishment of a flexible framework for purchasing Education Health Care Plan (‘EHCP’) provision, as required in children and young people’s EHCPs, including therapies, tutoring and mentoring, to a maximum value of £16.3million across five years. The contract will be called an Approved Provider List as this is an accessible term for providers and schools. However, contractually it is a flexible framework.</li> </ol>			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>The majority of children and young people with Special Educational Needs or Disabilities (‘SEND’) will have their needs met within local mainstream early years settings, schools, or colleges. However, for some children and young people it may be necessary for the local authority it to make provision for additional support in accordance with an EHCP, as per the Children and Families Act 2014.</li> <li>The purpose of an EHCP is to assess the special educational needs of the child or young person and identify the provision required to meet those needs, to secure the best possible outcomes for them across education, health, and social care and, as they get older, prepare them for adulthood.</li> <li>When this provision is written into an EHCP the local authority has a duty under the Children and Families Act 2014 to ensure the child or young person receives it. This can include but is not limited to therapies, assessments, mentoring, tutoring and educational psychology services. Currently this provision is being bought from a range of providers on a “spot” basis by both Bristol City Council and Schools.</li> <li>To resolve this, we are proposing to establish a flexible framework of providers. A flexible framework is like a standard framework agreement, except that during its life other economic operators (providers) may, if they meet the published criteria, join the flexible framework. This mean as needs arise and new provision (in line with the children’s) is required, these providers can be admitted to the framework; for example, if a particular therapist is not on the contract, we will engage with them to join as opposed to there being a barrier to children accessing that therapy. The move to a framework approach will improve our contract management and meet our requirements under the Public Contracts Regulations 2015.</li> <li>The proposal will not change the services being received by children, instead it relates to the mechanism by</li> </ol>			



which we purchase the provision. There are several anticipated benefits for the Council as well as for children and young people receiving the services: We can better manage quality assurance via a framework than we can through spot purchasing, as providers will have to meet a minimum standard to join the framework and there will be regular quality assurance processes in place. This will ensure our children and young people are receiving high quality, safe provision.

6. We will have a better handle on the market information that we collect. Currently, data and information collection is not standardised, it is stored in different formats and held in different areas. A framework means the Council will be able to efficiently access and analyse market information, enhancing future planning. We will be better able to track spending and understand where and why demand is increasing. This will help the Council to support the market, facilitating growth and improving supply and building capacity.
7. EHCP provision is sourced by both the local authority and Schools.
8. The Council's SEN teams are responsible for sourcing this provision on behalf of the local authority. For schools, this includes all primary, secondary, post 16, special schools within the local authority boundary. Schools are independent economic operators. Therefore, the council does not have the power to mandate schools to use this contract. However, conversations with School SEND Coordinators and business managers have shown there is appetite from schools to use the framework. Funding for these services comes from the Dedicated Schools Grant high needs block and the contract value here is an estimate, taking into account our understanding of projected demand across SEND. There is no commitment to spend on this framework and should demand decrease we are under no obligation to spend the full amount.
9. Providers will be asked to submit fees and will be able to request annual inflationary uplift, subject to negotiation. This will give us greater cost control and value for money than we have currently. Under a flexible framework there is no commitment to spend, giving us maximum flexibility should demand change.
10. £16.3million is the maximum we expect the Council and Schools to spend on these services over the next five years. We are required under procurement law to publish a maximum contract value for tenders, this is not a set budget for these services, nor is it a cap or a target. If spending is above our maximum expectation, then the framework value will be varied, and services will not be disrupted.

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

That Cabinet:

1. Approve the establishment of a flexible framework for the purchasing of additional EHCP provision at a cost of up to £16.3million over 5 years.
2. Authorise the Executive Director, People in consultation with the Cabinet member for Children's Services, Education and Equalities to take all steps required to procure the flexible framework for the purchasing of additional EHCP provision (including the award of individual contracts to providers on the framework over £500k)
3. Authorises Executive Director, People in consultation with Cabinet Member for Children's Services, Education and Equalities to extend or vary the framework contract(s) in-line with the procurement routes and maximum budget envelopes outlined in this report.

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

The following objectives in the Corporate Strategy are relevant to this key decision:

1. Equity in education. The framework will enable work with partners to improve educational outcomes and ensure the system provides children and young people with the academic, social, and emotional

development they need.

2. Equity in education. This framework will contribute to improving the support we offer to children with SEND

#### City Benefits:

1. Meets the educational needs of children, young people, and families in line with the SEND code of Practice 2015, the Children and Families Act 2014 and the Equalities Act 2010.
2. Allows for quality assurance of provision to ensure it meets our high aspirations for all children and young people with SEND, delivering against their assessed needs to achieve agreed outcomes.
3. Ensures the Council achieves value for money through transparent pricing.
4. Compliance with Public Contract Regulations 2015.

#### Consultation Details:

1. Consultation has been undertaken with relevant internal staff members, including Procurement, SEN, SEND Business Unit and Finance.
2. We have sought the views of School SEND Coordinators and School Business managers.
3. Legal have advised that there is no requirement to formally consult with children, young people, and families as this is purely a change to purchasing mechanism, however we have engaged with Community Groups (CoG.)
4. Engagement will be undertaken with schools and Market Engagement sessions will be scheduled with providers on the proposed contract.
5. The framework formalises purchasing processes; therefore, the proposal relates to the mechanism of how we buy therapy from external providers, not the amount or type of therapy we buy, therefore consultation has not been undertaken with children and young people or their parents and carers.

#### Background Documents:

SEND Code of Practice 2015 [SEND Code of Practice January 2015.pdf \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/272012/SEND_Code_of_Practice_January_2015.pdf)

<b>Revenue Cost</b>	£16.3m	<b>Source of Revenue Funding</b>	High Needs Block – Dedicated Schools Grant
<b>Capital Cost</b>	£0	<b>Source of Capital Funding</b>	N/A
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input checked="" type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:** This report seeks to the establishment of a flexible framework for the purchasing of additional EHCP provision at a cost of up to £16.3million over 5 years. The framework itself does not commit the Council or schools to expenditure. Funding for these services predominantly comes from the DSG high needs block which is significantly overspent. On this basis anything which assists with trying to deliver improved value, better outcomes and greater market oversight is welcome.

**Finance Business Partner:** Denise Hunt, Finance Business Partner 1 April 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.
<b>Legal Team Leader:</b> Husinara Jones, Team Leader/Solicitor 16 May 2022
<b>3. Implications on IT:</b> I can see no implications on IT in regards to this activity.
<b>IT Team Leader:</b> Gavin Arbuckle Head of Service Improvement and Performance 21 March 2022
<b>4. HR Advice:</b> The report is seeking the approval to establish a flexible framework for the purchasing of EHCP provision in line with the procurement route. This does not represent any significant HR implicants for Bristol City Council employees.
<b>HR Partner:</b> Lorna Laing, HR Business Partner People 23 March 2022

<b>EDM Sign-off</b>	Hugh Evans	6/4/22
<b>Cabinet Member sign-off</b>	Clr Asher Craig	11/4/22
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor	9/5/22

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

# Equality Impact Assessment [version 2.9]



Title: Additional Provision Framework - Therapists, Mentors and Tutors Approved Provider List	
<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: Children's Services	Lead Officer name: Gail Rodgers
Service Area: Commissioning	Lead Officer role: Head of Children's Commissioning

## 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 majority of children and young people with Special Educational Needs or Disabilities (SEND) will have their needs met within local mainstream early years settings, schools or colleges. However, for some children and young people it may be necessary for the local authority it to make provision for additional support in accordance with an Education, Health and Care (EHC) Plan.

The purpose of an EHC plan is to make special educational provision to meet the special educational needs of the child or young person, to secure the best possible outcomes for them across education, health and social care and, as they get older, prepare them for adulthood. In line with the Children and Families Act 2014, EHC Plans must specify the provision required to meet the child or young person's needs and support the achievement of the agreed outcomes.

When this provision is written into the EHC Plans the local authority has a duty to ensure this is provided. The Council's SEN team and school SENDCO's purchase this provision from private organisations. Currently this provision is being bought from a small range of organisations without a contract i.e. on a "spot" basis.

**Proposal:**  
 We are proposing to establish a multi-provider contract (known as a flexible framework) of organisations who we can purchase these services from. We will work with all the organisations who we currently purchase from to support them to join the contract. We will also help new organisations to join the contract, increasing the range of providers we are able to work with.

We do not anticipate existing services to change because of this work. Through the formalisation of our purchasing arrangements, we will be able to better understand the demand for these services, and

identify where we need to work to improve supply. We can also better manage quality assurance as providers will have to meet a minimum standard to join the framework.

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

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

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

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

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

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

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

## Step 2: What information do we have?

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


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

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

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

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

Data / Evidence Source [Include a reference where known]	Summary of what this tells us
BCC Insight, Performance and Intelligence (2021). The Population of Bristol September 2021	<b>Bristol Population:</b>

	<p>The mid-2020 population of Bristol is estimated to be 465,900 with children making up 85,700 of this total (18.4% of the total population).</p> <p>This means almost 1 in every five people living in Bristol is under the age of 16, with the age profile by ward varying significantly. There are 167,035 children and young people aged 0-25 in Bristol. Based on the figures above, this is over a third of the total Bristol population.</p>												
Office for National Statistics (ONS) 2018: based population projections	<p>Between 2010 and 2020 the number of children living in Bristol increased by 8,900 (11.6%), higher than the England and Wales increase of 8.6%. The increase has been largely amongst primary school aged children, with the number of 5 - 11-year-olds increasing by 25% over the decade. The trends reflect the substantial increase in numbers of births in Bristol in recent years, although the number of births is now falling.</p>												
Bristol JSNA Spotlight Report	<p><b>Population of Bristol and SEND:</b></p> <p>In Bristol, 11,364 children and young people have SEND which is equivalent to 6.8% of the City's total 0-25 population. Of these 11,364 children and young people, 3,124 have an EHCP.</p>												
Bristol SEN2 data 2021	<p>In Bristol, requests for EHCPs have been continually rising.</p>  <p>Education Health and Care Plans (EHCPs) have risen 16% in the last year against a 10% national increase and 6% for statistical neighbours.</p>												
Special Educational Needs (School Census) Analysis July 2020	<p>The biggest categories of SEND primary need for school-aged children and young people are Social, Emotional and Mental Health needs, Speech and Language and Communication needs and specific learning difficulties. Additional therapies required have included Speech and Language Therapy, Occupational Therapy, Music Therapy.</p>												
Special Educational Needs (School Census) Analysis July 2020	<p><b>SEND and gender:</b></p> <p>In Bristol, there are more boys with SEN or an EHCP than girls reflecting a more male dominated population than within the overall age group which is more evenly split. In January 2020, 15.2% of school-aged boys received SEN support compared to 8.7% of girls, and 4.8% of boys had an EHC plan compared to 1.8% of girls.</p>												
Bristol SEN2 data 2021	<p><b>SEND and age:</b></p> <p>The table below shows the age distribution of these children and young people with EHCPs.</p> <table border="1" data-bbox="858 1724 1481 1982"> <thead> <tr> <th>Age (years)</th> <th>Number with EHCP in Bristol</th> </tr> </thead> <tbody> <tr> <td>0-4</td> <td>99</td> </tr> <tr> <td>5-10</td> <td>913</td> </tr> <tr> <td>11-15</td> <td>1090</td> </tr> <tr> <td>16-19</td> <td>746</td> </tr> <tr> <td>20-25</td> <td>276</td> </tr> </tbody> </table> <p>The majority of those with EHCPs are school aged with the largest number attending secondary school. 1022 of those with an EHCP are aged 16 to 25.</p>	Age (years)	Number with EHCP in Bristol	0-4	99	5-10	913	11-15	1090	16-19	746	20-25	276
Age (years)	Number with EHCP in Bristol												
0-4	99												
5-10	913												
11-15	1090												
16-19	746												
20-25	276												

	The number of primary school aged pupils with EHCPs has increased more rapidly than other age group.
BCC Insight, Performance and Intelligence (2021). The Population of Bristol September 2021	<b>SEND and ethnicity:</b> Bristol is a diverse city, where there are now at least 45 religions, at least 187 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), with 6% White Minority Ethnic, 6% Black, 6% Asian, 4% Mixed and 1% Other. Recent data on school pupils shows that the percentage of pupils who are not 'White British' has increased from 31% in 2011 to 38% in 2021.
SEND JSNA Spotlight report July 2019	Local data shows a high proportion of children and young people receiving SEN support are from Gypsy Roma (30%) and traveller communities (33%). Despite these groups making up the smallest number of people in the Bristol population. The next biggest people groups with SEN support are Black Caribbean and White and Black Caribbean.
Deprivation in Bristol 2019	<b>SEND and deprivation:</b> Bristol continues to have deprivation 'hot spots' that are amongst some of the most deprived areas in the country yet are adjacent to some of the least deprived areas in the country. 15% of Bristol's population live in the most deprived 10% of areas in England in 2019 (16% in 2015) including 18,900 children. The rate of pupils who have SEN is greatest in Hartcliffe & Withywood, Filwood and Lawrence Hill, the three most deprived wards in the city. Similarly, certain areas with the least deprivation (Westbury-on-Trym and Clifton) have some of the smallest number of pupils with SEN.
Child population diversity From <a href="#">JSNA Health and Wellbeing Profile 2020/21</a>	Bristol's child population is increasingly ethnically diverse. 28% of Bristol children (under 16) belong to a Black, Asian and minority ethnic/ethnicity group (2011 Census), compared to the wider Bristol population average of 16% Black, Asian and minority ethnic/ethnicity. Using the alternative definition of diversity, 32% of children belong to the non-'White British' population, compared to the Bristol population average of 22%. Ethnic diversity varies considerably across the city; 53% of children under 16 in the Inner City & East are Black, Asian and minority ethnic/ethnicity, compared with 21% in North & West and 13% in South Bristol. By ward, the figure ranges from 4% Black, Asian and minority ethnic/ethnicity in Bishopsworth to 60% in Lawrence Hill.
<b>Additional comments:</b> The proposal does primarily impact children with special education needs and disabilities. A flexible framework system should increase numbers of providers to give children a more robust service, increasing choice and improving quality.	

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

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

BCC is currently spot purchasing these services, and therefore we do not collect or monitor equalities information in a consistent or coordinated manner. The contract will stipulate how the equalities information must be sought, collected and stored.

## 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 have worked with senior leaders and the SEND team at Bristol city council. We have sought the views of school SEND coordinators and school SEND business manager. These stakeholders will see some working practices change i.e. using the contract so purchase services.

## 2.5 How will engagement with stakeholders continue?

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

A full engagement and communications plan will be completed with SEND stakeholders, including parent carer groups. We will undertake significant market engagement with providers as part of the commissioning process.

## Step 3: Who might the proposal impact?

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

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

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

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

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many groups)	
We have not identified any significant negative impacts from the proposal to put in place a framework contract to purchase these services. We endeavour to contact all current providers and offer support to join the contract. similar engagement exercises will take place with organisations we don't currently work with. We expect a wide range of providers will be assessed and quality assured to deliver good outcomes for the children and young people who are assessed as requiring these services.	
<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	The entire cohort of service users is children and young people so they will be overrepresented on that basis. SEND services are available children and young people aged 0-25.
Mitigations:	We anticipate that new commissioning arrangements will lead to an overall improvement to the service so that it can meet demand via this framework. Market engagement will take place to ensure sufficient range of providers are available to meet needs.
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	N/A
Mitigations:	
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	This framework will deliver services that are exclusively delivered to children and young people who have an EHCP. Therefore, all users will have a disability. Similarly, all providers will be experts in working with children and young people with SEND. Provision that is not sufficiently accessible can impact on a child or young person's ability to engage with services, which would be detrimental to their wellbeing and ability to achieve outcomes.
Mitigations:	Our procurement process will ensure that all providers on the framework demonstrate that their organisation will operate in accordance with the Equality Act 2010 and the s.149 Public Sector Equality Duty.  Contract monitoring will ensure all providers are accessible and inclusive to all people with any kind disabilities including those with neurodiverse conditional and other hidden disabilities. Providers will also need to demonstrate how they are accessible to families and carers, not just the young people using the service.
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Need analysis demonstrates an over-representation of Black British children and young people. Additionally, there is over-representation of Gypsy, Romany and Travelers children and young people.
Mitigations:	Through our tendering processes and contract management we will ensure providers are culturally competent and able to foster an environment that is sensitive to and inclusive of ethnic diversity.
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	

Mitigations:	
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	There is an over-representation of children and young people living in the most deprived wards who have an EHCP and who will be accessing these services.
Mitigations:	Providers will be required to travel meet children and young people at a location that is most appropriate to them.
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	
Mitigations:	

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

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

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

The proposal will increase the range of organisations the Council is aware of and can work with. This should offer more choice to service users. There is an opportunity to advance equality of opportunity by supporting a diverse range of providers to be on the Framework, including those who may provide specialist support to minoritised children and young people.

## Step 4: Impact

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

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

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

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

We have not identified any significant negative impact at this stage. Overall, the project and associated potential savings seeks to minimise and manage any unintended consequences of procurement activities and improve capacity in the Service.

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

Opportunity to promote Public Sector Equality Duty through procurement activities and contractual changes.

## 4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale
Improve understanding of how reflective and diverse providers are compared to demographic of service users.	TBC	

## 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.

There will be regular monitoring of providers for service user outcomes and feedback, to ensure that pupils from all protected groups are achieving and belonging.

The contract will improve our data quality for all protected characteristics.

## Step 5: Review

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

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off:</b> 
Date: 9/3/2022	Date: 20/05/2022

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



## Decision Pathway – Report

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 07 June 2022

<b>TITLE</b>	Permission to spend Home Office Safer Streets 4 grant.	
<b>Ward(s)</b>	Hartcliffe and Withywood Southville See <a href="https://www.bristol.gov.uk/voting-elections/ward-boundary-changes">https://www.bristol.gov.uk/voting-elections/ward-boundary-changes</a>	
<b>Author:</b> Richard Hawkrige	<b>Job title:</b> Deputy Manager - Safer Communities	
<b>Cabinet lead:</b> Cllr Ellie King Cabinet Member for Public Health and Communities	<b>Executive Director lead:</b> Hugh Evans, Executive Director People	
<b>Proposal origin:</b> BCC Staff - Safer Communities		
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet		
<b>Purpose of Report:</b>		
<ol style="list-style-type: none"> <li>To inform Cabinet of the contents of the bid submitted to the Home Office for funding from the Safer Streets Fund Round 4 ('SSF4')</li> <li>To request permission to take all steps necessary to spend the funding including procuring and awarding contracts to implement the work should the bid be successful.</li> </ol>		
<b>Evidence Base:</b>		
<ol style="list-style-type: none"> <li>The Home Office Safer Streets fund (Round 4) was launched on 14<sup>th</sup> March 2022. The fund has been set up to improve the safety of public spaces for all with a particular focus on ASB, Crime and safety of women at night. Further detail of the fund can be found in the prospectus (See Background documents).</li> <li>On behalf of Bristol City Council, the Safer Communities Team submitted an expression of interest to the Avon and Somerset Office of Police and Crime Commissioner (OPCC). On the 11<sup>th</sup> of April 2022 the OPCC announced that Bristol City Council have been selected as the primary bidder and we were given permission to submit a bid to the Home Office and did that on 11<sup>th</sup> May 2022.</li> <li>The bid was made based on data from a variety of sources (crime stats, recorded incidents reported to police and BCC department, professional experience, and feedback from residents) and recognised that ASB, crime and violence against women at night are all under-reported. From this data picture, it was established that areas of South Bristol need interventions. Further detail of this can be found in the bid Appendix A1 p 8 - 10.</li> </ol>		

4. In summary, the proposed interventions within the bid are:

<b>Intervention</b>	<b>Crime focus</b>	<b>Rationale</b>	<b>SSF Cost (2022/23+ 2023/24)</b>
Community participation -To facilitate a conversation with local people on local safer streets issues, their innovative solutions and contribution taking forward funded projects to mitigate these issues. This could be used as a case study to inform future interventions.	ASB, neighbourhood crime, VAWG	This model was successfully implemented in a nearby neighbourhood. Outcome was local people taking ownership and driving change in their community supported by Police, BCC and others. It builds trust, skills, and shared responsibility and learning between communities and statutory institutions, where previously there was a general level of mistrust, and underreporting of crimes.	£50k (20+30)*
Youth work, clubs, and sport/plays activities - Expand on the limited offer of detached youth work and activities	ASB, neighbourhood crime	To focus on building relationships with young people and direct them into positive action, making good choices. It also increases engagement in education and other support services	£156k (90+66)*
Situational interventions/target hardening x 2 hotspots – C. 70 new/improved lights C. 15 x CCTV Removal of street furniture and environment/aesthetic appearance of hotspot areas	ASB, neighbourhood crime, VAWG	A preliminary EVA on hotspots identified situational interventions that could prevent ASB/crime in the areas. The exact allocation of the fund will be informed by a more comprehensive EVA, taking into consideration infrastructure needs and the views of the community.	£292k (186+106)*
Substance misuse harm reduction – Health, Wellbeing and Community Sports Program	ASB, neighbourhood crime	A novel intervention based on a youth mentoring model commissioned by the police and successfully implemented in South Bristol. As requested by the public health team, the original model was adapted to target whole families and individuals living in known areas of deprivation and with history of involvement in ASB driven by alcohol and/or drug using and/or dealing.	£30k (15+15)*
Equalities training – We will reach specialist organisations providing this training via innovative education approaches.	ASB/VAWG	A significant proportion of ASB incidents target minority groups (hate crime, racism, etc.) This training will focus on use of language and respect, including work around VAWG.	£33k* (2022/23)

ASB awareness campaign - To be launched at the 2022 ASB awareness week (the SS4 prospect suggests this will be the end of July)	ASB	To raise awareness about ASB issues and ways to prevent/tackle it, working in collaboration with Resolve, BCC Comms and other media/social media channels.	£75k* (2022/23)
Expansion on SWaN work to date by: <u>1. Women's Charter (45k)</u> Expand it further 2. Licensing SAVI (endorsed by the PCPI and NPCC) Fund approximately 200 awards, focusing on NTE venues. (15k)	VAWG	The community is also concerned with VAWG. This was exemplified by a young woman in South Bristol recently organising a 'Reclaim the streets' walk which was supported by the community.	£60k (45+15)*
Project manager – A dedicated resource to progress procurement and produce PM documentation to monitor and report progress	n/a		£52.5k (35+17.5)*
Total			£748.5k (499+249.5)

\*Estimated costs pending quotes etc.

5. We are required to provide 50% matched funding contributions, mostly in kind and monetary form. The monetary form comes from Bristol City Council funded projects and services. The in-kind contribution comes from the local authority officers time, a pool of over 18 officers, who either will be directly involved in the delivery of the interventions put forward on this bid or who are already involved in activities tackling ASB and crime in Hartcliffe and Bedminster. Forecasted figures as below:
- £44k** - Updating the analogue CCTV cameras currently in place in the Hartcliffe housing estate where the three tower blocks: Millmead House, Hayley House and Middleford House, in Silcox Road, are situated.
- £10k** - Fly-tipping and litter clearance work scheduled to take place in both hot spot locations, which will complement the graffiti removal and other work aiming at environmental improvements to the target areas.
- £96k** - Youth Work provided by the South Youth Work partnership taking place in the hot spots identified on this bid.
- £231.5k** – In kind, including ASB officers, Housing officers, Senior youth workers, community development workers working in both hotspots. As an example, the ASB officer covering Hartcliffe spends on average 40 hours a month in that hotspot area.
- Total: £381.5k.**
6. As part of the project plan an Equalities Impact Assessment will be produced.

#### Cabinet Member / Officer Recommendations:

That Cabinet:

- Note the contents of the bid submitted to the Home Office for funding from the Safer Streets Fund Round 4 in Appendix A.
- Authorise, if the bid is successful, the Executive Director, People (in consultation with the Cabinet Member for Public Health and Communities) to take all steps necessary to accept and spend the



funding including procuring and awarding contracts (which may be over £500k) to implement the work as outlined in this report.

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

Bristol City Council's Vision is to play a leading role in driving a city of hope and aspiration where everyone can share in its success and our activities are based around the four themes of Empowering and Caring, Fair and Inclusive, Well Connected and Wellbeing. One of the main principles underpinning the Corporate Strategy is to contribute to safer communities, including zero-tolerance to abuse or crime based on gender, disability, race, age, religion or sexuality. Inevitably this grant funding would enable us to work towards the Home Office aims as well as our own in order to reduce violence against women and girls (VAWG) and increase women and girls' feelings of safety in public spaces in our City whilst making public places in the City safer for all. The fund would also enable us to contribute to the Home Office aim of building the evidence base for what works on reducing VAWG crimes and increasing feelings of safety in the public domain. In turn, this will inform us what the specific picture looks like for Bristol, enabling us to use our assets wisely to bring about effective and long-term outcomes that prioritise prevention.

1. Making public spaces safer for women and girls with consideration for intersectionality will contribute to the aim of making a fairer and more inclusive Bristol and serve to reduce many of the negative outcomes associated with inequality. It will also improve people's quality of life and have a beneficial impact on mental and physical health.
2. Empowering and Caring – harnessing the power of Bristol's diverse communities to come together to contribute to making our streets safer for all.
3. Wellbeing – the Corporate Strategy recognises how important it is that all citizens have equal access to clean green places and highlights the positive impact this has on health, education, the local economy and community safety. The Safer Streets fund, by focusing on interventions in areas with higher prevalence of VAWG crime types and areas identified as feeling 'unsafe', will inadvertently permit greater access to public spaces for not only women and girls but for all citizens.

#### **City Benefits:**

1. Reduction in crime – reduces resources required by the Police, the Council and their partners, allowing those organisations to concentrate on other priorities.
2. Improved health – crime reduction and reduction of the fear of crime, reduces the emotional and physical strains that it inflicts on its victims, their families and their communities.
3. Sustainability – the interventions proposed include long term solutions that will be supported by partners across the City to bring about sustained changes to harmful gender cultural norms and stereotypes that underpin the crime types that are prevalent against women and girls in our City.
4. Equality – safer communities create more opportunities for citizens through inward investment, leading to social investments such as employment and a confident way of life. Safer streets for women and girls will result in a reduction in offences against these groups and in turn will also enable women, girls to feel safer in public spaces and subsequently feel empowered to move around Bristol's public spaces safely.

#### **Consultation Details:**

1. The Safer Streets 4 bid proposal has been brought together through discussion and collaboration with several stakeholders including the City's VAWG partners, several our internal BCC partners, Avon and Somerset Constabulary and the OPCC.
2. Following feedback from the OPCC on the submitted initial expression of interest, further

consultation will continue to take place to strengthen our final bid to the Home Office.

- If successful, and the Home Office award the grant to Bristol City Council, then further consultation with all associated partners and stakeholders will take place. You will see from the proposed bid outline that a significant element of the bid includes community consultation to ensure that interventions match those that the community themselves feel is most needed.

**Background Documents:**

[Safer Streets Fund Round 4 Prospectus \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

[Corporate Strategy 2017-2022 \(bristol.gov.uk\)](https://bristol.gov.uk)

<b>Revenue Cost</b>	£499,000 22/23 £249,499 23/24	<b>Source of Revenue Funding</b>	£748,499 Safer Streets Fund grant
<b>Capital Cost</b>	N/A	<b>Source of Capital Funding</b>	N/A
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:** The report notes the submission to the Home Office for Safer Streets Funding for £499,999 in 22/23 and £249,499 in 23/24. If successful this funding will improve the safety of public places within areas of Bristol, with a focus on anti-social behaviour, neighbourhood crime and safety of women at night and delegated authority is sought to spend this funding.

The bid is within the bid limits (£500,000) in the first financial year, 2022/23, which must be spent by 31 March 2023, and a further £250,000 which can be spent between April and 30 September 2023. There is a mandatory 50% matched funding requirement, and this can be monetary or in kind. BCC contribution is predominantly in kind as set out in the report. 7% of the grant funding can be used to fund indirect administration costs and this will be used to fund the project manager costs.

**Finance Business Partner:** Denise Hunt, Finance Business Partner 20 May 22

**2. Legal Advice:** The submission of the bid for grant funding raises no particular legal issues. If successful, the procurement process must be conducted in line with the 2015 Procurement Regulations and the Councils own procurement rules. Legal services will advise and assist officers with regard to the conduct of the procurement process and the resulting contractual arrangements.

**Legal Team Leader:** Husinara Jones, Team Leader/Solicitor 18 May 22

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

**IT Team Leader:** Gavin Arbuckle – Head of Service Improvement and Performance 18 May 22

**4. HR Advice:** The report is seeking approval, if the bid is successful, for the Executive Director, People (in consultation with the Cabinet Member for Public Health and Communities) to take all steps necessary to accept and spend the funding including procuring and awarding contracts (which may be over £500k) to implement the work as outlined in this report. There are no significant HR implications for Bristol City Council employees as a result of this report.

**HR Partner:** Lorna Laing, HR Business Partner 19 May 22

<b>EDM Sign-off</b>	Hugh Evans	11 May 22
<b>Cabinet Member sign-off</b>	Cllr Ellie King	12 May 22
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	07 May 22

<b>Appendix A – Further essential background / detail on the proposal</b> A1 - Safer Streets Fund Round 4 Bid Application	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b> Not at this stage. To be produced as part of the project plan if the bid is successful.	<b>NO</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>NO</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>



## Safer Streets Fund Round Four Application Form

1.1 Bidders are expected to employ a problem-solving approach to proposals, whereby they seek to develop an in depth understanding of the crimes/problems in their area (scanning and analysis) using data and consultation, and propose solutions that have the best chance of preventing these crimes and issues based on available evidence. It is also key that bidders make a realistic appraisal of what can be delivered during the timeframe available – using information and experience of lead-in times – and propose suitable sustainability plans for interventions.

1.2 Bids will be entered into one of four competitions (primary, secondary, tertiary, and quaternary) dependent on level of priority. PCCs must determine the priority order of their bids, including any being led by local authorities, and ensure their first priority bid is entered into the primary competition, their secondary priority bid is entered into the secondary competition, and so forth. As eligible CSOs are only permitted one bid, all CSO bids should be entered into the primary competition. The Home Office will first assess all primary bids, moving on to assess secondary bids should funding be available. If funding remains after assessment of secondary bids, the Home Office will assess all tertiary bids, and so forth.

1.3 The application form is divided into four shorter sections as detailed below:

- **Part A:** compliance questions – this includes questions around the amount of funding requested, crimes targeted, area selection and independent evaluation.
- **Part B:** technical capability and capacity – bidders are asked to outline their plan, including their understanding of problems in target areas, proposed response and rationale, deliverability, and sustainability.
- **Part C:** financial forecast – this section requires a light touch financial forecast for the delivery period, covering both Home Office funding and matched funding. Please forecast as accurately as possible as this will be used to track progress on delivery throughout the grant. Costs will be compared to those outlined throughout the bid – please check costings are consistent.
- **Part D:** declarations – this section includes financial and commercial declarations, including agreement from all partners involved in the delivery of your plan.

1.4 **Attachments:**

- If a bidder's target area/s cannot clearly be demonstrated through LSOA codes, a map of the target area, clearly outlining its geographic boundaries, should be submitted in addition to the relevant LSOA codes.
- Bidders may also choose to attach an Environmental Visual Audit (EVA) of their target area. This is not mandatory but does help the assessment panel to visually

understand the changes being proposed in the plan and how they meet the needs of the individual area. Bids should be understandable to assessors without needing to read the EVA.

1.5 To support areas in developing their plans we have provided the application form with example content below. The exemplar area (Extown) is fictional, as are the accompanying statistics.

1.6 Bidders must score 50 or above on each weighted question to be eligible for funding, as well as meeting the mandatory requirements. Further information about scoring is provided in the 'Instructions to Bidders' document available on the Jaggaer e-sourcing platform.

## Part A: Details and Compliance

**Failure to provide the necessary details in any of the questions in Part A could result in your bid being rejected.**

### 1. Bidder details

**Lead Bidder:**

- Organisation Name: Bristol City Council
- Type of organisation (PCC/CSO/LA): LA
- PCC area (if same as organisation name, please repeat): Avon & Somerset PCC
- Bid Prioritisation (Primary/Secondary/Tertiary/Quaternary): Primary

**If you are a Local Authority, please confirm the contact details of the PCC and a contact within their office who has authorised your bid:**

- PCC Name: Mark Shelford PCC
- PCC Email: Mark.Shelford@avonandsomerset.police.uk
- OPCC Contact Name: Sam Reilly
- OPCC Contact Email: Samuel.Reilly@avonandsomerset.police.uk
- OPCC Contact Phone: 07562728248

**If you are a PCC, please confirm whether you have delegated any of your bids to Local Authorities, providing the names of said Local Authorities and the prioritisation of their bids:**

- Delegated bids? (Yes/No):
- Local Authority Name:
- Prioritisation of delegated bid:

**First point of contact for this bid:**

- Name: Andrea Vasconcelos
- Role: Project Manager
- Email: andrea.vasconcelos@bristol.gov.uk
- Phone: 07823724444

**Please include at least one other key contact for the bid, such as the finance lead:**

- Name: Richard Hawkrige
- Role: Deputy Manager - Safer Communities
- Email: richard.hawkrige@bristol.gov.uk
- Phone: 07827979647
- Name: Victoria Ridley
- Role: Principal Accountant
- Email: victoria.ridley@bristol.gov.uk
- Phone:



<p><b>2. Please confirm the <u>total</u> amount of Safer Streets Funding you are bidding for from this round of funding (up to £750,000).</b></p>
£748,498.50
<p><b>3. Please confirm the total amount of Safer Streets funding you are bidding for from for the 2022/23 financial year (up to £500,000 spendable until 31 March 2023).</b></p>
£498,999.50
<p><b>4. Please confirm the total amount of Safer Streets funding you are bidding for from the 2023/24 financial year (up to £250,000 spendable between April 2023 and 30 September 2023).</b></p>
£249,499
<p><b>5. Please state the total amount of matched funding you will be providing to support this bid (for PCCs and LAs this must be at least a 50% contribution: a bid requesting £750,000 of Home Office funding would need to provide at least £375,000 in matched resource – this can be in kind or funding. CSOs are not mandated to provide matched funding and will not be scored less favourably for not proving matched funding.</b></p>
£381,450
<p><b>6. Please state the date by which matched funding contribution will be spent/provided (ideally this will be spent by 30 September 2023, but bidders may choose to provide the matched contribution until March 2024).</b></p>
31 March 2024.
<p><b>7. Please confirm that (Yes/No):</b></p> <p>a) If successful, you are able to accept payments quarterly in arrears.</p> <p>b) You accept that the Home Office will only provide funding up to the successful bid amount, for the purpose specified, for activity carried out prior to the deadlines stated (funding for the 2022/23 financial year must be spent by 31 March 2023, and Home Office funding for the 2023/24 financial year must be spent and activity completed by 30 September 2023).</p> <p><b>c) The activity you are bidding for is not already underway.</b></p>
<p>a) Yes</p> <p>b) Yes</p> <p>c) Yes</p>





**8. Please confirm the geographic boundaries and population information for your bid:**

- a. Confirm the name/s of the target area
- b. Confirm the type/s of space targeted (i.e. residential, commercial – a city centre, rural, night-time economy)
- c. Identify the LSOA codes for the area/s you are targeting. LSOA codes must be provided as an eight-digit code and the LA name, such as: E01012053, Middlesbrough 009A. Areas do not have to be 'coterminous'. Further information on LSOA codes is provided in the prospectus at Annex A.
- d. Is a map attached? Please attach a map of the area **as well as** confirming the LSOA codes if your area cannot be clearly defined through LSOA codes.

- a) I - Hartcliffe  
II - Bedminster
- b) Mixed of residential and commercial but predominantly residential
- c) I - E01014726 Bristol 053B, E01014727 Bristol 053C and E01032514 Bristol 053E  
II - E01033359 Bristol 039E and E01033361 Bristol 039F
- d) No - area is clearly defined through LSOA codes

**9. Please identify which crime or issue type or types is the primary focus of your bid. This could be neighbourhood crime, anti-social behaviour, or VAWG in public places, feelings of safety from VAWG or ASB; you may select a combination of these.**

ASB and VAWG

**10. Please identify the specific crime or issue type or types you are planning to target through your bid** (if neighbourhood crime, this could be robbery, theft from person, vehicle crime, burglary; if VAWG, forms of VAWG may include harassment, rape, sexual assault; if ASB, specific types could include Environmental ASB or criminal damage).

ASB: People using or dealing drugs or evidence left of drugs (such as discarded needles); An area where people are being repeatedly intimidated, threatened, verbally abused, or harassed (including ASB related to people's race, religion, disability, sexual orientation, or other characteristic); areas subject to regular incidents of street drinking or drunken behaviour; Other forms of environmental ASB, such as vandalism, criminal damage, or graffiti to public buildings, vehicles, bus shelters, phone boxes, that is distressing residents and may be seen to be encouraging more serious types of crimes

VAWG: Rape, causing sexual activity without consent, sexual coercion, sexual assault/ indecent assault, street harassment, unwanted sexual touching.



<p><b>11. Please identify any other crime types you expect your bid to have an impact on. This could include serious violence, acquisitive crimes such as bike theft or shop lifting, or ASB (where it is not a primary target of the bid)</b></p>
<p>Acquisitive crime and serious violence</p>
<p><b>12. Please confirm whether you are happy for your bid, if successful, to be shared with:</b></p> <p>a) <b>the independent evaluator of the fund (Y/N).</b> This is <u>mandatory</u> for successful bids to ensure the Fund’s effectiveness can be assessed fully so lessons are learnt to improve future crime prevention activity and inform future Government investment. The independent evaluator has not yet been contracted.</p> <p>b) <b>Police Crime Prevention Initiatives (PCPI) (Y/N).</b> PCPI have been funded by the Home Office to provide delivery support to successful Safer Streets Fund projects. We would like to share overview information about successful bids to aid them in supporting successful projects.</p>
<p>a) Yes – we consent to our bid being shared with independent evaluators. b) Yes – we consent to our bid information being shared with PCPI.</p>
<p><b>13. Please confirm you accept all the terms and conditions detailed in the enclosed Multi-Year Grant Agreement and confirm that you will comply with them.</b></p>
<p>Yes, we confirm acceptance and compliance.</p>
<p><b>14. Please confirm you have carried out all due diligence prior to submitting your response.</b></p>
<p>Yes, we have carried out all due diligence.</p>
<p><b>15. Please confirm that your submission will meet the Authority’s requirements without negotiations being required at the award stage.</b></p>
<p>Yes</p>
<p><b>16. I confirm that I have read and understood the Non-Collusion Certificate &amp; Bid Form. I understand that by making this declaration, I am agreeing to abide by all the terms required by the Non-Collusion Certificate &amp; Bid Form.</b></p>
<p>Yes</p>

## Part B – Technical Questions

This section outlines the questions that you will need to answer to outline your plan. A minimum score of 50 is required on each weighted question to be eligible for funding; bidders must also meet the other mandatory requirements outlined elsewhere in the application.

- 1. Scanning, Analysis and Consultation - please describe the area you are targeting and why, the problems you are targeting through your plan (neighbourhood crime, ASB, VAWG in public places, or feelings of safety from VAWG or ASB), your analysis of the drivers of this problem, and information gained from mandatory consultation. (25%, 1000 words max)**

Descriptions of specifics that should be included are outlined in the subheadings below (while subheadings are provided for clarity and suggested structure, you may choose to structure your answer differently provided it still covers the requisite information):

### Scanning

- A description of your chosen area/s and the reasons why you have chosen it, including the specific crime or issue type(s) to be targeted. You are expected to refer to some combination of data, statistical sources, anecdotal evidence, and consultation feedback from residents and stakeholders to define the relevant crime types and issues in the area. You are also strongly encouraged to include: trends on crime and issues over recent years, information as to why the problem is a concern to the local community, and information on any other types of crime and disorder you have identified as a secondary target.
  - Please see Annex A in the prospectus for potential sources to refer to in this section. For example, bidders targeting neighbourhood crime are strongly encouraged but not mandated to make use of crime benchmark information.

### Analysis

- Analysis of the factors driving the target crimes and issues in your target area and an overall hypothesis about the problem (we particularly welcome explanation of the data sources used, as well as the time period they cover). This could include:
  - Analysis of previous incidents – including information about victims, offenders, method of offense, locations and times of offence.
  - Wider demographic information about the area, including markers of deprivation and risk factors associated with ASB if relevant.
  - Information gained from consultation with stakeholders about the causes of the problems in the target area.



- Whether your area has previously attempted to tackle this issue, and if so, some insight into how this has impacted your analysis. For example, any use of the powers under the 2014 Anti-Social Behaviour, Crime and Policing Act.
- You are also encouraged to undertake an Environmental Visual Audit (EVA) to assist with your response to this part of the question. To enable assessors to easily understand your local area it is important that the key information from your EVA is included in your main answer. You may attach your completed EVA to your application; however, assessors should not need to refer to this to understand your bid. The EVA will not be marked.

**Consultation** (this information may be integrated into the scanning and analysis)

- A summary of the information obtained through your mandatory consultation with relevant stakeholders.
- An explanation of how you have taken this information on board when formulating your proposal. This could include using this information to help select your target area or which crime types or issues to target.

**Answer** (max 1000 words - bodies of text included within inserted images will also count towards the wordcount):

We considered a variety of evidence: crime stats, recorded incidents reported to police and BCC department, professional experience and feedback from residents. We used the SARA problem solving approach to identify and prioritise areas and issues. The data shows that the two LSOAs with the highest cases of ASB are in South Bristol, and our collaborative work (also informed by EVAs), have identified two main hotspots for ASB as priorities for this bid. These hotspots streets/parks were close in proximity and suffered similar issues so as to be targeted as a single hotspot area and tackled in conjunction:

1. Hartcliffe – particularly the ‘Block of Three’ and Morrisons supermarket’s surroundings. Population of 3xLSOAs=5639.
2. Bedminster – particularly East St, Dame Emily Park, Lucky Ln, Catherine Mead St, and paths leading to Dean Cr, Murray St, Brook Road and St Paul’s Rd. Population of 2xLSOAs=2732

**Scanning:**

Hartcliffe is historically one of Bristol’s less affluent areas. The neighbourhood is a post-WWII development, overwhelmingly residential, and the housing stock predominantly remains owned by the Council.

In the Avon & Somerset Region, the Hartcliffe & Witherwood beat area ranks highest in cases of ASB outside of city centre beat areas. During 2020/21, it recorded a greater number of ASB than Taunton Central (Fig. 1).

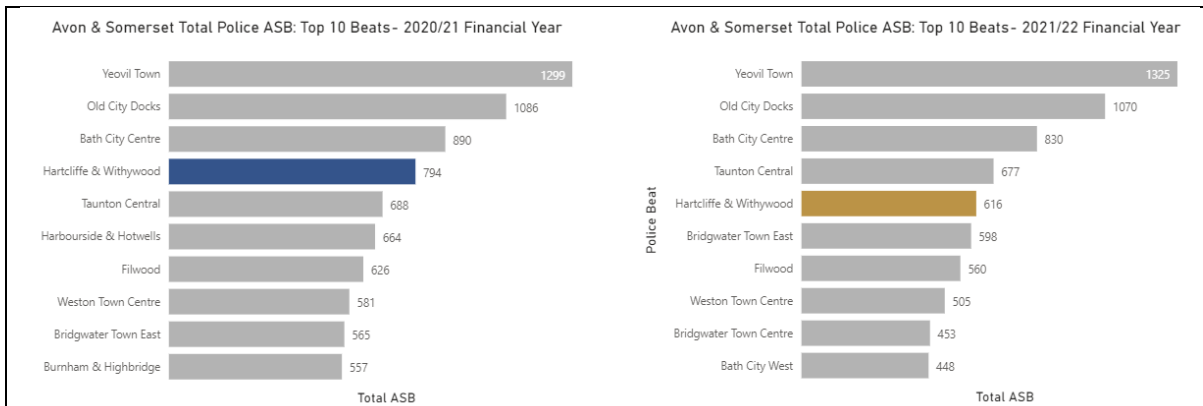


Fig. 1 - Avon & Somerset Region Top 10 Beats for ASB for 2020/21 and 2021/22

The three tower blocks in Hartcliffe: Millmead House, Hayley House and Middleford House, in Silcox Road, are provided by the local authority. This and surrounding areas, particularly Hareclive Rd and the Morrisons supermarket shopping precinct, experience the highest levels of ASB in the South Bristol policing area. This shopping area is within Bishport Avenue East LSOA, which ranked top for ASB rate per 1000 population in 2019/20 (Fig. 2) and despite these numbers reducing recently, the anecdotal evidence from professional partners suggests that this trend is likely to be due to the pandemic and underreporting, rather than a lasting improvement in the area.

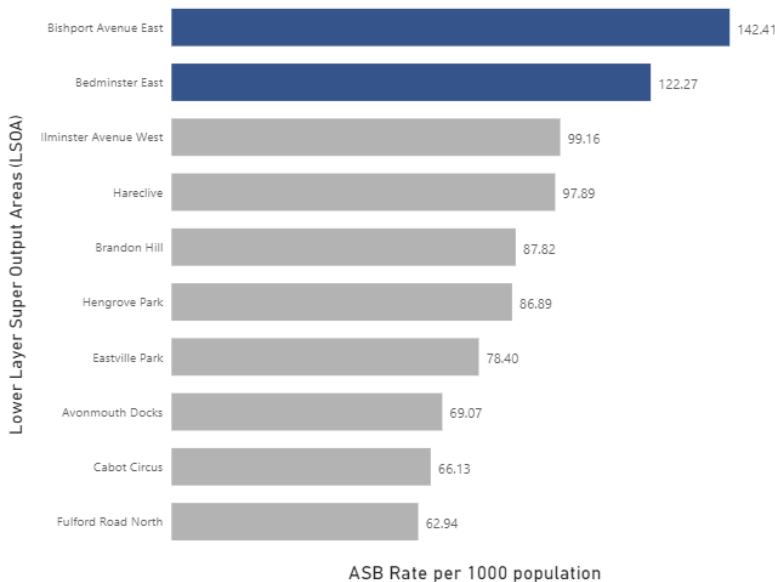


Fig. 2 – Bristol ASB rate per 1000 population 2020/19 per LSOA

Bedminster, originally had a significant concentration of social housing and many residences turned into bedsits or houses of multiple occupation (HMO's) in the 1980's. Newer developments are emerging, but social housing is still predominant in Catherine Mead and nearby streets.

East Street is the main district shopping street for the area, and includes licenced premises such as public houses, restaurants, off licences and take-aways. Asda supermarket is the largest retail business in the area, situated at the bottom of East Street, its car park near to Lucky Lane. It accounts for most calls to the Police in the area.

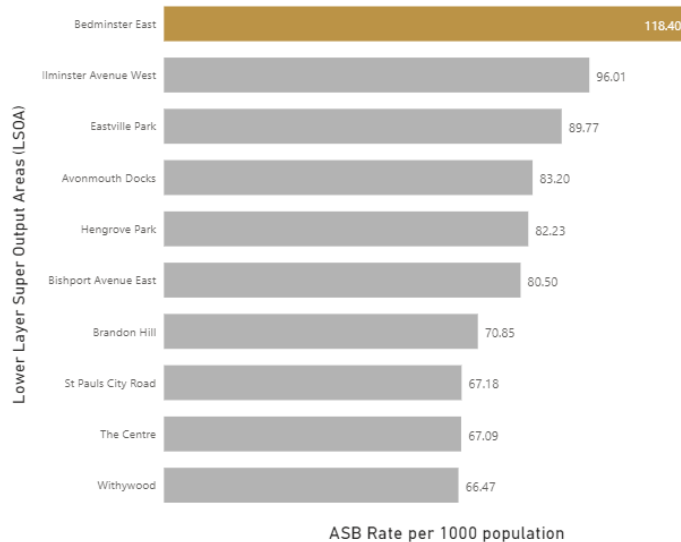


Fig 3 - Bristol ASB rate per 1000 population 2020/21 per LSOA

East St is within Bedminster East LSOA, which ranked top for ASB rate per 1000 population in 2020/21 (Fig. 3) and second in 2019/20 (Fig.2).

**Analysis:**

One of the contributions for the analysis element of the SARA approach was a workshop with relevant partners.

There was a consensus amongst partners that ASB in South Bristol is escalating rapidly but it is also underreported, therefore, the statistics are not a true reflection of the problem. This is particularly true when we are dealing with youth ASB.

The Hartcliffe hotspot target in this bid is one of the areas with most ad hoc ASB requests of support from police/housing workers.

The community is also concerned with VAWG. This was exemplified by a young woman in South Bristol recently organising a ‘reclaim the streets’ walk which was supported by the community.

The EVA reports that Millmead House and Hayley House in Hartcliffe have high volumes of recorded ASB driven by the supply of illegal drugs from within the flats. Gangs “cuckoo” flats of vulnerable residents which gives rise to ASB and crime. For example, internal stairwells of the flats are used for defecation/urination and drug use (evidenced by discarded needles and blood spatters). The three blocks alone had 192 police incidents recorded in the last year, that being equivalent to 166 hours spent at the scene by officers.



Similarly, Bedminster ASB is driven by the open drugs market around Dame Emily Park and the surrounding streets up to Lucky Lane. Substance misuse (including alcohol), around ASDA, often leads to shop theft, street begging, criminal damage and other ASB, such as harassment and intimidation.

The Dame Emily Park has a skateboard park which is well used by young people. However, the space and shelter under the skate ramps facilitates drug supply activity in all weather. Furthermore, whilst the skate park is a well-known venue for graffiti, this activity is also carried out on surrounding public buildings, such as the swimming baths and on private property.

Community concerns increase at night and in the winter months due to reduced lighting along secluded footpaths, creating a feeling of vulnerability. Currently, in an attempt to tackle ASB, we make use of the ASB C&P Act powers such as Injunction, CBO, Closure Power, CPN, PSPO as well as a range of lower-level interventions such as referrals for support, ABC and warnings.

This analysis identified that both areas experience similar root causes for their problems, such as, lack of community cohesion, hostile surroundings needing improvement, and young and/or vulnerable people from disadvantaged backgrounds being involved in ASB. It is widely known that ASB is closely linked to other crime types that are problematic across Bristol, such as robbery and other neighbourhood related crimes.

**Consultation:**

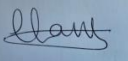

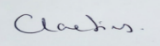
We worked closely with Avon & Somerset Police and internal and external partners to deliver this bid. Views from the public were sought and represented mostly via Council teams which deal directly with the public on a daily basis, such the Community Development Service, Families in Focus, Estate Management and ASB teams, but also via local councillors and other partners. Feedback directly from the public, on previous rounds of the Safer Streets (via emails to the [safer.streets@bristol.gov.uk](mailto:safer.streets@bristol.gov.uk) email address) were also taken into consideration.



**2. Mandatory consultation**

**a) Please provide the details of the stakeholder groups you have consulted with in the development of this bid.** This should include at least two, relevant local or national organisations. For example, if your bid is targeting VAWG, you might choose to consult with a women’s charity and a local organisation with responsibility for women and girls, such as a school or college. This consultation requirement applies to all bidders: PCCs, BTP, LAs and eligible CSOs.

**This question has a 0% weighting but is a showstopper. Failure to provide details of the groups or organisations consulted in the development of your proposals will result in your bid being unsuccessful.**

Details of groups engaged through consultation:
<ul style="list-style-type: none"> <li>• Organisation name: Hartcliffe &amp; Withywood Community Partnership (HWCP)</li> <li>• Area of focus/interest: BS13 (Hartcliffe &amp; Withywood)</li> <li>• Website (if applicable): <a href="http://www.hwcp.org.uk">www.hwcp.org.uk</a></li> <li>• Key Contact: Carrie Chamberlin</li> <li>• Key Contact email address: <a href="mailto:carrie.chamberlin@hwcp.org.uk">carrie.chamberlin@hwcp.org.uk</a></li> <li>• Key Contact phone: 0117 9038012</li> <li>• Key Contact signature:  _____</li> </ul>
<ul style="list-style-type: none"> <li>• Organisation name: Avon &amp; Somerset Police</li> <li>• Area of focus/interest: Local Police</li> <li>• Website (if applicable): <a href="https://www.avonandsomerset.police.uk/">https://www.avonandsomerset.police.uk/</a></li> <li>• Key Contact: Jason Price</li> <li>• Key Contact email address:</li> <li>• Key Contact phone: 07566 760031</li> <li>• Key Contact signature:  _____</li> </ul>
<ul style="list-style-type: none"> <li>• Organisation name: Bristol Keeping Communities Safe Delivery Group</li> <li>• Area of focus/interest: Safety</li> <li>• Website (if applicable): <a href="https://bristolsafeguarding.org/communities/about-kcs/">https://bristolsafeguarding.org/communities/about-kcs/</a></li> <li>• Key Contact: Clare Sims</li> <li>• Key Contact email address: <a href="mailto:Clare.Sims@bristol.gov.uk">Clare.Sims@bristol.gov.uk</a></li> <li>• Key Contact phone: 07881 035560</li> <li>• Key Contact signature:  _____</li> </ul>
<ul style="list-style-type: none"> <li>• Organisation name: LPW</li> <li>• Area of focus/interest: Youth and Play, Hartcliffe &amp; Knowle (detached/centre based play work) (detached Youth work)</li> </ul>





<ul style="list-style-type: none"><li>• Website (if applicable): <a href="http://www.lpw.org.uk">www.lpw.org.uk</a></li><li>• Key Contact: Alexis Woodward</li><li>• Key Contact email address: <a href="mailto:awoodward@lpw.org.uk">awoodward@lpw.org.uk</a></li><li>• Key Contact phone: 07917 556610</li></ul>
<ul style="list-style-type: none"><li>• Organisation name: Robins Foundation</li><li>• Area of focus/interest: Youth, Employment, Sporting and Community Provision in Bristol</li><li>• Website (if applicable): <a href="http://www.bcfc.co.uk">www.bcfc.co.uk</a></li><li>• Key Contact: James Edwards</li><li>• Key Contact email address: <a href="mailto:james.edwards@bcfc.co.uk">james.edwards@bcfc.co.uk</a></li><li>• Key Contact phone: 07798 638450</li></ul>
<ul style="list-style-type: none"><li>• Organisation name: Young Bristol</li><li>• Area of focus/interest: Ashton Vale, Bedminster Down, Hartcliffe and Stockwood</li><li>• Website (if applicable): <a href="http://www.youngbristol.com">www.youngbristol.com</a></li><li>• Key Contact: Lee Williams</li><li>• Key Contact email address: <a href="mailto:lw@youngbristol.com">lw@youngbristol.com</a></li><li>• Key Contact phone: 0117 9292513</li></ul>
(repeat as necessary)

**b) Response: Assessing rationale for action.** (35% weighting)

If your bid is successful, this answer will be inserted into your Safer Streets Fund grant agreement and used to track progress over the course of the Fund. An exemplar line has been included in the table template to provide guidance; please remove this for final submission. **This answer should include:**

**Home Office Funding**

- I. **Summary (500 words):** Please provide a short summary identifying the combination of interventions you plan to deploy, and how these will address the hypothesis in question one. You should also briefly outline the input consultation with key partners has had in determining the chosen approach. Within this short summary, please identify any benefits on other crime types expected, and the number of crimes you estimate you may be able to reduce/prevent where possible.
- II. **Response proposal table (300-word limit per deliverable for the rationale section) – please detail:**
- Each of the interventions you propose delivering as part of your plan, including specific totals on how many of each intervention you plan to deploy for each deliverable, e.g. rollout of educational programme in the following LSOAs [...]; 400 streetlights to be upgraded.
  - The total cost of delivering the entirety of each deliverable, accompanied by an explanation of how this figure has been reached, e.g. via a quote from a local provider. **The total cost should match the total amount of grant funding you are requesting through this bid, and subsequently match the forecasts provided in Part C.**
  - The rationale behind the selection of each deliverable in this hotspot area, coupled with the evidence that suggests the intervention will be effective. You are encouraged to make use of the Safer Streets Fund toolkit but must explain why the evidence is relevant to your particular local situation.

**Matched Resource/Funding**

- III. **Summary (max 800 words):** Please provide a summary identifying the combination of interventions you plan to deploy using matched funding, how these will address the hypothesis in question one, and the evidence to suggest these interventions will be effective. You are encouraged to draw on the Safer Streets Fund toolkit but must explain why this evidence is relevant to your particular local context. Matched funded interventions must still be targeted at meeting the primary objectives of the fund. You should briefly outline the input consultation with key partners has had in determining the chosen approach. Within this short summary, please identify any benefits on other crime types expected.

## **RESPONSE ANSWER TEMPLATE – Home Office funding only**

### **i) Summary (max 500 words)**

The intention of this bid is to take a blended approach. The interventions are partnership led and include community-based work and behaviour change activities. The main focus of the interventions is to prevent ASB and VAWG but many will also have the effect of preventing neighbourhood crime.

Situational interventions, mainly additional and upgraded lighting, CCTV coverage and graffiti removal, were guided by the EVA but will be delivered considering the views of partners and with the endorsement of the community, particularly women, girls, and other vulnerable groups (via a consultation exercise). We are also building on the successful work achieved to date via the SWaN project in Bristol, by expanding the Women's Charter and introducing the Licensing SAVI awards to NTE venues.

Residents will be further involved in finding solutions to building a safer community by attending workshops and discussions, where they will be invited (and supported by the Community Development team) to submit ideas/proposals for mini projects aiming to tackle ASB and increase the safety in their neighbourhood. These projects will be coordinated with work already undertaken by volunteers in the area.

To target the issue of youth anti-social behaviour we are working closely with the Families in Focus team within the Council, which coordinates the South Youth Work Partnership. This intervention will build on the work already taking place to promote behavioural change by helping young people make better choices. Activities offered for 8-11 years old will also be available to engage children early in healthier activities.

ASB linked to substance misuse will be targeted in partnership with the Public Health team, which is already delivering some relevant interventions in one of the areas via the ADDER project. We are building on this work by funding an innovative model, following consultation with the Robins Foundation. The approach was adapted to target whole families and the community in a holistic way.

Overarching the above work are two other interventions also aiming at behavioural change. First is an equalities training with an innovative approach to attract young people to the training and ensure their willing participation. Such an approach can also improve learning and help embed new values based on 'respect' in young people. Secondly, the ASB awareness campaign, working in partnership with Resolve to successfully deliver this campaign.

In summary, interventions will promote community safety, cohesion, equality, and benefit vulnerable and/or disadvantaged members of the community. We believe that with the collective impact of these interventions 30% overall ABS and VAWG reduction would be achievable. However, we are aware that an increase in reports rather than a decrease can be a sign that we are empowering individuals to make a report, overcoming the fear of reprisals or that nothing will get done, which is a positive outcome. Therefore, we will monitor benefits realisation taking into consideration the feedback from the community, rather than stats alone. Some interventions could be used as a case study to inform future projects.

ii) Response proposal table (this table should not include matched funding)			
Deliverable (please include project management costs as a separate deliverable/item in this table)	Total cost	How has the costed amount been reached?	Evidence/rationale (max 300 words per deliverable)
Community participation - to facilitate a conversation with local people on local safer streets issues and fund c. 6x mini projects. This will also work with volunteer's groups already active in the community	£50,000	Quote from BCC Community Development and Parks (volunteering coordination) teams	<p>This model is being successfully implemented in a nearby neighbourhood with the outcome being local people taking ownership and driving change in their community, supported by the Police, the Council and others. By trusting that local people have solutions to the problems they have in their community, this intervention will empower them to look for innovative ideas to mitigate these issues.</p> <p>There is a general distrust of authority within the crime/ASB hotspots and a lack of history of public services putting their resources alongside or behind public endeavour. As the mini projects will be co-designed and prioritised with the community via a participatory budgeting process, it will build trust, skills, and shared responsibility and learning between communities and statutory institutions. This will help mitigate the previously general level of mistrust and serve to tackle the issue of underreporting of crime and ASB.</p> <p>Their contribution in taking forward suggested and funded mini projects could also help with building capacity in the community.</p>
Youth work -Increase offer in the bid areas by 50% over 18 months.	£156,000	Quotes from Families in Focus team who coordinates the South Youth Work Partnership	The work of the detached youth workers is to focus on building relationships with young people and direct them into positive activities and work with them around making good choices – this serves to tackle ASB on the street but also increase engagement in education and other support services. What we have noticed through the detached work already undertaken, is the concerning reduction of age group of children involved in ASB. We need an increased, consistent and persistent presence of skilled youth workers in ASB hotspot areas in order to bring about change and have an impact on the young people and community. We also need a strong play offer for children so we can target the younger age group.

			<p>Apart from detached youth work and street based activities, increasing the offer for nearby physical spaces activities, such as sessions at the Hareclive club and the Tyfant adventure playground (including offer for 8-11 years old) will divert young people from the streets and engage them in positive activities and improved relationships. This also serves to support community cohesion. This has come out of community conversations and discussions with young people who tell us they want physical spaces to go to play and be supported that are free.</p> <p>All intervention will be allocated by the South Youth Work Partnership, which is coordinated by the Council, taking into consideration value for money and the views of relevant stakeholders, such as the police, schools and young people themselves.</p>
<p>Situational interventions/target hardening x 2 hotspots</p> <p>C. 70 new/improved lights</p> <p>C. 15 x CCTV</p> <p>Removal of street furniture and environment/aesthetic appearance of hotspot areas</p>	£292,000	<p>Quotes from internal CCTV, lighting, Parks teams and Bristol Waste</p>	<p>The Safer Streets crime prevention tool kit has a number of award winning examples where a combination of situational interventions can prevented ASB. The EVAs for the hotspots targeted in this bid proposes to improve public space surveillance by lighting and CCTV enhancements in and around the block of three and Dame Emily Park. In addition, it also suggests removal of street furniture and improvements for the aesthetic appearance of the hotspot areas.</p> <p>Exact locations were suggested at the quotes but will be defined following lighting design/assessments, CCTV site visits/investigations and surgeries with suppliers, taking into consideration infrastructure needs and the views of the community.</p> <p>The quotes include the installation of a CMS system (Central Management System), which enables the lights to be dimmed at certain times when usage is minimal and then higher levels when usage is high. The system offers flexibility with the lighting. It also introduces innovative technologies, such as 'overview' public space CCTV from Tower blocks to gather evidence and improve surveillance.</p>
<p>Substance misuse harm reduction – Health, Wellbeing and Community Sports Program</p>	£30,000	<p>Quote from provider</p>	<p>This novel intervention is based on a youth mentoring model commissioned by the police and successfully implemented in South Bristol. As requested by the public health team, the original model was adapted to target whole families and individuals living in known areas of deprivation and with history of involvement in ASB driven by alcohol and/or drug using and/or dealing. Families identified will be offered a family community mentor-based intervention to support parents around parenting goals, role</p>

<p>Tier 1 - sessions for c. 300 people</p> <p>Tier 2 - c. sessions for c. 50 people (selected families)</p> <p>Tier 3 - c. 1-2-1 sessions for 10 people (selected individuals)</p>			<p>models for young people and provide sporting and physical activities for families and children.</p> <p>Example of activity in Tier 1 - A free weekly football/fitness session open to all family members (Famball).</p> <p>Example of activity in Tier 3 - Adult support for parents and carers (FUSE).</p> <p>The intervention will help develop: Emotionally available parents, Responsibilities, Balanced nutrition advice, outdoor fitness, social interactions, creative play, family team building games.</p> <p>Families can interact with each other and other members of the community, form stronger bonds and help improve their own mental and physical health. At the same time these activities will divert individuals away from the harms of substance misuse and involvement in ASB.</p>
<p>Equalities training x 2 two schools.</p>	£33,000	Quote from provider	<p>A significant proportion of ASB incidents target minority groups (hate crime, racism, etc.) This training will focus on use of language and respect, including work around VAWG.</p> <p>We will reach specialist organisations providing this training via innovative approaches which promote participation. Although this training will be delivered in two schools, the training material will be a legacy product which can be replicated further in other schools and settings.</p>
<p>Comms, including an ASB awareness campaign to be launched at the 2022 ASB awareness week.</p>	£75,000	Estimate based on previous comms/campaigns	<p>To raise awareness about the project and that ASB is not a low-level crime, it has a serious negative impact on the victims and the community and serious consequences for perpetrators. The awareness campaign will promote the vital role of the wider public in tackling ASB and ways to prevent, report and tackle it. The project is partnering up with Resolve (via membership and consultancy), BCC Comms and other media/social media channels in order to deliver an action-packed week and a successful campaign.</p>
<p>Expansion on SWaN work to date by:</p>	£60,000	Quote from providers	<p>BCC has successfully delivered the SWaN project in Bristol, which bid process benefited from the expertise and knowledge of a selection of Bristol based VAWG advisory groups. Part of the fund was awarded for the development of a Women's Safety Charter for Bristol, which was based on the London model. The funding was</p>

<p>1. Women's Charter x c. 500 (45k)</p> <p>2. Licensing SAVI – c. 150 awards, (15k)</p>			<p>time limited and the charter is a legacy product. The SWaN project distributed information about the Charter to 500 businesses who employ women from 6pm-6am. The aim of this bid is to:</p> <p>a) Increase the number of current organisations who are signed up to the charter to improve the safety of their female employees at night, to 1000.</p> <p>b) Run a perception survey to gauge how women in those organisations, signed up to the charter, feel that safety at night working has changed within their organisation.</p> <p>In addition, this bid proposes to encourage Bristol NTE venues to undertake a safety and security self-assessment via the Licensing SAVI tool, by funding c. 150 awards. Licensing SAVI is an initiative endorsed by the PCPI and NPCC.</p>
<p>Project management costs</p>	<p>£52,498.50</p>		<p>To drive the different elements of the project to completion on time and to budget. To produce and maintain project management tools and documentation, such as the project's activities plan, budget forecast, risk register, etc. To produce procurement and decision-making documentation, such as project review reports, and be a single point of contact for the project, liaising with partners, contractors, the community, etc. To report to all relevant stakeholders, including the Home Office.</p>
<p><b>Total cost:</b></p>	<p><b>£748,498.50</b></p>		

Please right click this number and select 'update field' to update this figure. Please remove the example costs from the table before submission.

**RESPONSE ANSWER TEMPLATE– Matched funding only**

<p><b>III) Summary (max 800 words)</b></p>
<p>We are providing 50% matched funding contributions, mostly in monetary form and in kind.</p> <p>The monetary form comes from Bristol City Council funded projects and services. The in kind contribution comes from the local authority officers time, a pool of over 18 officers, who either will be directly involved in the delivery of the interventions put forward on this bid or who are already involved in activities tackling ASB and crime in Hartcliffe and Bedminster. Forecasted figures as below:</p>

£44k - Updating the analogue CCTV cameras currently in place in the Hartcliffe housing estate where the 'Block of Three' is located

£10k - Fly-tipping and litter clearance work scheduled to take place in both hot spots locations, which will complement the graffiti removal and other work aiming at environmental improvements to the target areas.

£96k - Youth Work provided by the South Youth Work partnership, taking place in the hot spots identified on this bid.

£231.5k – In kind, including ASB officers, Housing officers, Senior youth workers, community development workers working in both hotspots. As an example, the ASB officer covering Hartcliffe spends on average 40 hours a month in that hotspot area.

TTL: £381,450

For the purpose of producing this bid, the time of 18 LA officers working until March 2024, in addition to £150k in monetary contribution, was enough to reach our target of matched funding. However, the spreadsheet which was created to capture and monitor the in kind matched funding for the Safer Streets 4 Scheme has more individuals. This includes other LA officers, advisory groups, police officers and volunteers. Furthermore, the LA will be offering other contributions such as venues for workshops, equipment, and other required consumables. Therefore, we expect to match the 50% contribution requirement earlier than March 2024.

Page 46

**c) Delivery: Ensuring the proposed activity can be delivered in the requisite timeframe. (25% weighting)**

**Please complete the below Delivery Answer Template detailing how you plan to deliver each individual deliverable by 30 September 2023.**

If your bid is successful, the submitted version of the Delivery Proposal Template will be inserted into your Safer Streets Fund grant agreement and used to track progress over the course of the fund. Exemplar lines has been included in the template to provide some guidance; please remove this for final submission. This template should include:

- I. **Summary (max 200 words):** A summary of governance and delivery arrangements and procedures that are or will be put in place for the project to ensure delivery internally and across different partnership groups. For example, the delivery board/s that will oversee funding, how often they will meet, an explanation of dedicated project resource, and the project management processes that will be employed. Please reference to how you will ensure that you have the relevant expertise in place to deliver.
- II. **Delivery table including:**
  - A clear description of each deliverable.
  - A clear description of roles and responsibilities of all parties that are involved / a summary of partnership arrangements for the delivery of each deliverable.



- Notation of the milestones you will have to hit to ensure you deliver this project before the end of the funded period.
- Your assessment of the main risks to delivery (including where delivery is dependent on external factors – e.g. planning permission, new suppliers) – and any mitigating actions and contingency plans you will put in place to ensure the project runs as outlined to time and budget.

## **DELIVERY ANSWER TEMPLATE**

### **i. Summary (max 200 words):**

The Local Authority will deliver the project via internal Council teams or external provider/contractors. The project manager will work closely with them to produce and monitor the project plan, which will include a Gantt chart with all activities and milestones for each intervention, and other project management tools, such as the risk register and the issues log. Teams/partners will be meeting with and reporting to the project manager often, who will capture any new risks or issues and mitigate or escalate them as appropriate. The project manager will keep key stakeholders regularly informed on the progress of the project via email, calls or formal reports.

The project will also ensure that all local authority governance procedures are followed, including procurement and decision-making processes, seeking appropriate advice (such as from the procurement, legal and equalities teams) when required. The project's expenditure will be monitored and certified by the Council's principal accountant.

### **ii. Delivery table (no word limit) – this table should only refer to home office funded deliverables**

<b>Deliverable</b>	<b>Partner involvement and governance</b>	<b>Milestones</b>	<b>Risks and mitigations</b>
Community participation	The Council will deliver this intervention via its internal Community Development team in partnership with the Parks team. They will be reporting monthly to the project manager, but will communicate any projects' issues or changes immediately, so	<u>Autumn 2022</u> – World Café conversation held  <u>January 2023</u> – Small Grants scheme launched  <u>January 2023 – March 2023</u> – support for community to develop proposals  <u>March 2023</u> – Participatory Budgeting event held	Risk: Residents do not get involved in the interventions.  Mitigation: We will work with our established network of active residents to ensure they are engaged from the outset and strong publicity reaching all sectors of the community, including pop ups, door knock, and all social media avenues available across the community.  Risk: The World Café doesn't generate relevant themes for community priority

	<p>those can be logged, escalated and resolved appropriately. Fortnightly meetings/calls will also be scheduled at the beginning of the project to ensure good communication and frequency will be reviewed and adjusted as required.</p>	<p><u>April – July 2023</u> – mini projects delivery</p> <p><u>September 2023</u> Project's evaluation</p>	<p>Mitigation: We will use skilled facilitators who are experienced in this process to work alongside and train residents to ensure themes are identified and agreed upon.</p> <p>Risk: Applications do not address ASB and crime in the proposed area.</p> <p>Mitigation: We will ensure the small grants criteria is clear and well communicated.</p>
Youth Work	<p>The Council will deliver this intervention via the Senior Youth and community worker in its Families in Focus team, who coordinates the South Youth Work partnership.</p> <p>The South Youth work partnership is made up of 8 voluntary sector youth organisations and the Local Authority that work across South Bristol. They will be reporting monthly to the project manager, but will communicate any projects' issues or changes immediately, so those can be logged, escalated and resolved</p>	<p><u>July 2022</u> – initial meeting with Partnership to discuss best approaches for individual cases and which partners will deliver chosen interventions.</p> <p>Partnership meetings will take place monthly. Where sessions are reviewed / cases are interventions are reviewed, discussions about targeting of young people or hot spots take place.</p> <p>(Link into the South Children and young people MAMS meetings to identify individual young people and hotspots for consideration of support: monthly meeting)</p> <p><u>August 2022</u> - Use of Teyfant road as National Play Day venue to promote play offer across Hartcliffe and other spaces used by Hartcliffe</p>	<p>Risk: Youth workers in one agency are ill / leave / do not have capacity for increase in sessional work</p> <p>Mitigation: Support from the South youth work partnership means that other staff from other organisations can step in / cover at short notice</p> <p>Risk: Cannot secure a building to deliver an open access session</p> <p>Mitigation: Ensure we have strong partnership with community organisations and uniform groups (eg Scouts) in order to deliver sessions</p> <p>Mitigation: Use of children centre space / gardens for younger age groups (play)</p>

	<p>appropriately. Fortnightly meetings/calls will also be scheduled at the beginning of the project to ensure good communication and frequency will be reviewed and adjusted as required.</p>	<p>children – aiming to reach 50 children</p> <p><u>December 2022</u> - 10% Increase in numbers of children and young people accessing sessional support in settings.</p> <p><u>March 2023</u> - Through community consultation (via BCC community development service) and feedback from young people through the South area youth work forum, we will learn that young people and the community feel safer in their community and there is increased use of green spaces for play and positive activities.</p> <p><u>April 2023</u> – interventions continue</p> <p><u>September 2023</u> – Final Evaluation</p>	
<p>Situational interventions/target hardening</p>	<p>The Council will deliver these interventions via its internal Lighting, Parks and Emergency control departments, which will procure equipment/works from their suppliers and/or existing frameworks.</p> <p>Weekly meetings will be scheduled to ensure good communication and</p>	<p><u>July to October 2022</u> - lighting design/assessments, CCTV surgeries and stakeholder engagement to confirm location for installations or find alternative ones. Project planning including contingency time</p> <p><u>November/December 2022</u> – Phase 1 of works starts and submission of planning application for more complex installations (Phase 2).</p>	<p>Risk – Local residents objecting to interventions, such as CCTV</p> <p>Mitigation – Consultation and strong communication activity within the area explaining the benefits of the project, including engagement with local councillors</p> <p>Risk: Vandalism</p> <p>Mitigation: Select locations and protective materials considering the risk of vandalism.</p>

	that new risks, issues and potential changes are captured, escalated and resolved appropriately, as the project progresses.	<u>March 2023</u> - Completion of Phase 1 and evaluation <u>April 2023</u> – Phase 2 of works starts <u>September 2023</u> – Completion of Phase 2 and evaluation	
Substance misuse harm reduction - Health, Wellbeing and Community Sports Program	The Council will deliver this intervention via its Public Health team who will manage the contract with the provider and report monthly to the project manager	<u>September 2022</u> - Project Launch <u>October 2022</u> - Mobilisation of Tier 1 <u>January 2023</u> - Mobilisation of Tier 2 <u>April 2023</u> – Mobilisation of Tier 3 <u>September 2023</u> – Completion and evaluation	<p>Risk: Residents don't get involved in the interventions or refuse to engage.</p> <p>Mitigation: We will work with our established network of active residents to ensure they are engaged from the outset, strong publicity reaching all sectors of the community and we are recruiting staff who are well known in the community and have strong community links who can identify and work with families and young people at risk.</p>
Equalities training	The project manager will procure a provider to deliver the training and manage their contract in consultation with its internal Equalities team.	<u>July/August 2022</u> - procurement process <u>September 2022</u> – award contract <u>October 2022</u> - engagement with schools training development <u>January 2023</u> – training delivered <u>March 2023</u> - Evaluation	<p>Risk: Getting the messages and tone wrong.</p> <p>Mitigation: Working with a professional training organisation with experience in delivering innovative diversity training suitable for both, young people, and deprived communities.</p>
Comms, including an ASB awareness campaign	This element will be delivered by the Council's Comms team in partnership with Resolve. The project manager will procure Resolve's	<u>18 to 24 July 2022</u> : launch the project at the ASB awareness week <u>September 2022</u> : Implement comms plan for the remainder of the project's delivery	<p>Risk: Short window for delivery.</p> <p>Mitigation: The Council has already contacted both, Resolve and the Comms team, and they are ready to mobilise resources if the funding is awarded in June.</p>

	services and oversee the delivery		
Expansion on SWaN work	This work will be delivered by the project manager and the Safer Communities project officer involved in the delivery of SWaN in Bristol.	<p><u>September 2022</u>: Engagement with key stakeholders, One City reps and identified organisations.</p> <p><u>February 2022</u>: Completion of delivery of Licensing SAVI awards and 2/3 of Bristol Women's Safety Charter</p> <p><u>July 2023</u>: Completion of deliver of remaining 1/3 of Bristol Women's Safety Charter</p>	<p>Risk: Low level of interest from business in signing up for initiatives</p> <p>Mitigation: Strong comms campaign working with relevant links in the industry to promote the benefits of these initiatives for the business and the community</p>
Project management	Managed by the Safer Communities team manager.	The post holder will manage the project until September 2023	<p>Risk – Unable to recruit a suitable candidate.</p> <p>Mitigation – The Safer community's team has retained the Project Manager who delivered the Safer Street 2. The PM has also coordinated the production of this bid, to ensure continuity.</p>

Page 51

**d) How will you sustain the impact of your plan after the funding period has ended? (15% weighting)**

**Please complete the below Sustainability Proposal Template detailing how you plan to ensure sustainable impact of your proposals beyond the funded period (no word limit).** Bidders should demonstrate commitment to maintaining physical interventions, such as CCTV and streetlighting, beyond the funded period. For interventions where the likelihood of impact is less well-evidenced, such as for VAWG and ASB interventions, there should be plans to sustain the interventions so long as they are assessed as effective. This answer includes a declaration that you will regularly assess whether your interventions remain impactful; if you were to make an assessment that these interventions did not appear to deliver benefits, we would not expect you to sustain said interventions.

If your bid is successful, the submitted version of the Sustainability Proposal Template will be inserted into your Safer Streets Fund grant agreement and used to track progress over the course of the fund. An exemplar line has been included in the template as guidance; please remove this for final submission. This template should include:

- The identification of the ongoing costs (if any) to each deliverable/ intervention proposed in your bid.
- A statement about how these costs will be met and how the intervention will be maintained beyond the funded period, including identifying any partnership agreements.
- Information on how you expect each deliverable to deliver impact beyond the funded period.
- If the intervention will not be sustained, a suitable explanation for why it is not needed beyond the funded period.

**SUSTAINABILITY PROPOSAL TEMPLATE**

Page 52	<p><b>If implementing innovative/experimental proposals, can you confirm that you will regularly assess the impact of your proposals, and commit to sustaining them if they remain impactful?</b></p>		<p>Yes</p>	
	<p><b>Deliverable (Home office funded deliverables only)</b></p>	<p><b>Identify any ongoing costs beyond funded period</b></p>	<p><b>How will these costs be met and the intervention maintained beyond the funded period? Partner agreements should be identified.</b></p>	<p><b>How this will deliver impact beyond funded period</b></p>
	<p>Community participation</p>	<p>It will depend on the projects put forward by the community.</p>	<p>The council's community development team will support residents to access other sources of funding if they want to continue or diversify what they have been doing, such as applying to Quartet Small Community Grants fund. Also,</p>	<p>The community remain in the area long after funding has come and gone. The new connections and networks they have built during this project are not lost at the end of the funding. After the community or partners have delivered their projects, they will be offered ongoing support through the community</p>

		the community will act on the things they care about.	development team to any existing or new initiatives.
Youth Work	Costs will depend on youth work identified at the time.	<p>This work will be maintained by different fund streams identified, secured and coordinated by the South Youth Work Partnership</p> <p>The impact and outcomes of this project will provide additional supporting evidence to apply for additional sources of funding through the Youth Sector support fund and other funding streams, including Bristol Safer Options.</p>	<p>Early Intervention (and focus on play) and building relationships will divert the children into open access and away from street ASB.</p> <p>The south youth work partnership aims to train volunteer community members in Youth work level 2. A sustainable, locality-based volunteer network of people that are able to co-facilitate youth work sessions across the area, will be created. Training of volunteers supports community ownership and builds relationships across generations. This will be maintained through continued support from community development and other anchor organisations.</p>
Situational Interventions/target hardening	Ongoing costs will depend on final installations, but it's expected that savings due to the replacement of current provision with updated technology will mostly offset the cost of new installations	Ongoing maintenance and monitoring costs will be absorbed by respective teams with the LA	Locations will continue to benefit from the additional surveillance due to lighting and cameras and aesthetic improvements for years to come. Therefore, their impact on ASB and other crime reduction should be maintained.
Substance misuse harm reduction – Health, Wellbeing and Community Sports Program	n/a	n/a	Participants will experience physical, mental and social benefits and learn life skills which will help them build resilience and learn to overcome life's challenges, including creating healthy activity ideas for when they are bored, so as to divert them from ASB activities.

Equalities training	n/a	n/a	The impact from behavioural change should last for years and equalities values passed on. The training resources can be replicated in other schools and settings.
Comms, including an ASB awareness campaign	n/a	n/a	Some of the advertising sites will leave campaigns up beyond the funded time which will benefit the campaign.  Bristol City Council will own the campaign and can re-run if more funding is identified.
Expansion on SWaN work	n/a	n/a	With enough venues signing up for these initiatives, they will become a good practice business operating model.
Project management	n/a	n/a	n/a



## Part C – Forecast Expenditure and Financial and Organisational Capability

You may be contacted by the Authority if this assessment identifies any significant causes for concern and the authority reserves the right to seek additional information and/ or assurances in these circumstances. Where you believe concerns may be raised, which you have not already addressed in your submission, please provide additional supporting information and/or explanation in your response.

This section requests completion of the overleaf template to provide a plan of how funds will be spent over the delivery period. **Please note that funds allocated for the 2022/23 financial year can only be spent until 31 March 2023, while funds for the 2023/24 financial year must be spent by 30 September 2023. Funding allocated for the 2022/23 financial year cannot be rolled over into 2023/24 as per HM Treasury regulations.**

1. Please complete the overleaf Financial Forecasting Templates, detailing your:
  - a. Projected expenditure of Home Office funding in the 2022/23 financial year (ending 31 March 2023).
  - b. Projected expenditure of Home Office funding in the 2023/24 financial year (this funding must be spent by 30 September 2023).
  - c. Projected expenditure of matched funding in the 2022/23 financial year (ending 31 March 2023).
  - d. Projected expenditure of matched funding in the 2023/24 financial year (this funding must be spent by 31 March 2024).
- The figures provided in the overleaf template will be compared against the figures provided in in Parts A and B, so please ensure these figures add to the same total. As these are forecasts, please leave the 'Actual' columns empty.
2. **CSOs only: please provide a copy of your audited accounts for each of the most recent two years (including details of reserves held).**

The relevant document(s) should be attached to this application; confirmation and attachment(s) is/are required; the information provided will be assessed to test the financial viability and robustness of an organisation.

If you are unable to provide a copy of your audited accounts then please provide, in order of preference, one of the following:

- A Statement of the Turnover, Profit & Loss account / Income Statement, Balance Sheet / Statement of Financial Position, and Statement of cash flow for the two most recent years of trading for this organisation. A statement of the cash flow forecast for the current year, and a bank letter outlining the current cash and credit position.
- A statement of the cash flow forecast for the current year and a bank letter outlining the current cash and credit position.
- Alternative means of demonstrating financial status if any of the above are not available (e.g. Forecast of turnover for the current year and a statement of funding provided by the owners and/or the bank, charity accruals accounts or an alternative means of demonstrating financial status).

If you are able to only partly provide the information requested above please attach supplementary information as required:

- If your accounts are unaudited please provide suitable independent confirmation of your financial position e.g. bank letter.
- If you only submit abbreviated accounts please provide excluded information.
- If your most recent accounts are more than 12 months old please provide additional management information for the most recent financial period.

**Grant funding is (to be ring-fenced) for use only to support delivery of the Purpose; Bidders must operate effective monitoring and financial management systems.**

[Please turn-over to next page]

Financial Forecasting Templates – Home Office funding (this should not include matched funding):

Reporting period 2022/23	People expenditure (£)		Equipment expenditure – capital (£)		Equipment expenditure – expense (£)		Subcontracting expenditure – capital (£)		Subcontracting expenditure – expense (£)		Other expenditure – capital (£)		Other expenditure – expense (£)		Total (£)
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
July 2022	5833.50														5833.50
Aug 2022	5833.50				10000				76250				20000		112083.5
Sept 2022	5833.50								11250				5000		22083.5
<b>Q2 total</b>	<b>17500.50</b>				<b>10000</b>				<b>87500</b>				<b>25000</b>		<b>140000.5</b>
Oct 2022	2916.50								11250						14166.50
Nov 2022	2916.50				4000				11250						18166.5
Dec 2022	2916.50		76000		10000				21250				5000		115166.5
<b>Q3 total</b>	<b>8749.50</b>		<b>76000</b>		<b>14000</b>				<b>43750</b>				<b>5000</b>		<b>147499.5</b>
Jan 2023	2916.5		38000						11250						52166.5
Feb 2023	2916.5		38000						89250						130166.5
Mar 2023	2916.5								16250				10000		29166.5
<b>Q4 total</b>	<b>8749.50</b>		<b>76000</b>						<b>116750</b>				<b>10000</b>		<b>211499.5</b>
<b>Grand total expenditure for 2022/23</b>	<b>34,999.50</b>		<b>152,000</b>		<b>24,000</b>				<b>248,000</b>				<b>40,000</b>		<b>498,999.5</b>

Reporting period 2023/24	People expenditure (£)		Equipment expenditure – capital (£)		Equipment expenditure – expense (£)		Subcontracting expenditure – capital (£)		Subcontracting expenditure – expense (£)		Other expenditure – capital (£)		Other expenditure – expense (£)		Total (£)
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
April 2023	2916.5								13200						16116.5
May 2023	2916.5								13200						16116.5
June 2023	2916.5		53000						23200						79116.5
<b>Q1 total</b>	<b>8749.50</b>		<b>53000</b>						<b>49600</b>						<b>111349.5</b>
July 2023	2916.5								28200						31116.5
August 2023	2916.5		53000						18200						74116.5
Sept 2023	2916.5								30000						32916.5
<b>Q2 total</b>	<b>8749.50</b>		<b>53000</b>						<b>76400</b>						<b>138149.5</b>
<b>Grand total expenditure for 2023/24</b>	<b>17,499</b>		<b>106,000</b>						<b>126,000</b>						<b>249,499</b>



Nov 2022	11175														11175
Dec 2022	11175								14000						25175
<b>Q3 total</b>	<b>33525</b>								<b>14000</b>						<b>47525</b>
Jan 2023	11175														11175
Feb 2023	11175														11175
Mar 2023	11175		44000						19000						74175
<b>Q4 total</b>	<b>33525</b>		<b>44000</b>						<b>19000</b>						<b>96525</b>
<b>Total matched funding expenditure for 2022/23</b>	<b>98550</b>		<b>44000</b>						<b>45000</b>						<b>187550</b>

Page 60

<b>Matched funding only</b>															
Reporting period 2023/24	People expenditure (£)		Equipment expenditure – capital (£)		Equipment expenditure – expense (£)		Subcontracting expenditure – capital (£)		Subcontracting expenditure – expense (£)		Other expenditure – capital (£)		Other expenditure – expense (£)		Total (£)
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	
April 2023	11175														11175
May 2023	11175														11175

June 2023	11175							14000						25175
<b>Q1 total</b>	<b>33525</b>							<b>14000</b>						<b>47525</b>
July 2023	11175													11175
August 2023	11175													11175
Sept 2023	11175							14000						25175
<b>Q2 total</b>	<b>33525</b>							<b>14000</b>						<b>47525</b>
October 2023	11175													11175
Nov 2023	11175													11175
Dec 2023	11175							19000						30175
<b>Q3 total</b>	<b>33525</b>							<b>19000</b>						<b>52525</b>
Jan 2024	11175													11175
Feb 2024	11175													11175
March 2024	9975							14000						23975
<b>Q4 total</b>	<b>32325</b>							<b>14000</b>						<b>46325</b>
<b>Grand total expenditure for 2023/24</b>	<b>132900</b>							<b>61000</b>						<b>193900</b>

<b>Match funding</b>	<b>381,450</b>
<b>Grand total expenditure for 2022/23 and 2023/24 financial years combined</b> (should match Part A, question 5).	



## Part D – Commercial and Financial Declarations

### 1. Financial Declarations:

Please confirm that (Yes/No):

- a) Your organisation has met the terms of its banking facilities, loan agreements, and creditor obligations during the past year.
- b) Grant funding will be used only to support delivery of the purpose.
- c) Expenditure will be closely monitored and reported to the Authority each quarter and at the request of the Authority.
- d) No more than 7% of the award value will be used for indirect administration costs (a cost that cannot be directly attributed to the project).

If you are unable to confirm any of the above requests, please answer 'No' below and provide explanation.

Please be advised that failure to confirm these requests may result in your bid being unsuccessful.

a) Yes

b) Yes

c) Yes

d) Yes

### 2. For Civil Society Organisations only - please confirm:

- a) You are a registered charity, a regulated 'exempt charity', a charitable incorporated organisation or a social enterprise.
- b) You have been established for at least two years;
- c) The amount of funding sought does not represent more than 50% of your annual turnover for that financial year; and
- d) You have attached the records requested in section C.
- e) Your bid should result in a wide community impact. As an indication, bidders in previous rounds of the Fund have been advised to target areas of between 500 and 3,500 households (or 1,000 to 9,000 residents), which corresponds approximately to between one and three Lower Super Output Areas (see 6.2 for further information on LSOAs). However, this will depend on the amount of funding requested and the rationale provided for the proposals.

The Authority will assess your turnover against its own estimated annual value of individual grants to be awarded. If it is of the opinion that a lower turnover represents a

significant risk to the Authority, it may result in a Bidder being excluded from further participation in the procurement process unless an appropriate parent or other type of guarantee can be provided.

- a) Yes
- b) Yes
- c) Yes
- d) Yes, records attached.
- e) Yes

**3. Commercial Declarations:**

Please confirm that (Yes/No):

- a) You have not had a grant agreement terminated for default in the last three years.
- b) The funding being bid for from this opportunity is not double funding.
- c) This organisation has the legal authority to carry out the work proposed in this bid
- d) If you are an LA or PCC bidder, this bid has been authorised by the relevant PCC for your area, as detailed in Part A, Question 1. This question is automatically confirmed if you are a PCC.

- a) Yes
- b) Yes
- c) Yes
- d) Yes

**4. Please include the names and signatures of all organisations involved in the development and delivery of this bid. For LAs and PCCs, this must include the signature of the PCC whose area this bid falls within.**

**Name: Mark Shelford**

**Organisation: Avon and Somerset Police and Crime Commissioner**

**Date: 10/05/2022**

**Signature: \_\_\_\_\_**



**Name: Jason Price**

**Organisation: Avon & Somerset Police**

**Date: 09/05/2022**

**Signature:** \_\_\_\_\_



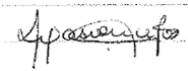
**Names: Andrea Vasconcelos and Richard Hawkrige**

**Organisation: Bristol City Council**

**Roles: Project Manager and Safer Communities Deputy Manager**

**Date: 09/05/2022**

**Signature:** \_\_\_\_\_



**(repeat as necessary)**

# Decision Pathway – Report

---

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 07 June 2022

<b>TITLE</b>	<b>Defra Innovation Resilience Programme Fund</b>		
<b>Ward(s)</b>	Central, Ashley, Lawrence Hill, Easton, Lockleaze, Eastville, Frome Vale, Hillfields.		
<b>Author:</b> Matthew Sugden	<b>Job title:</b> Principal Flood Risk Officer		
<b>Cabinet lead:</b> Cllr Beech, Cabinet Member Strategic Planning, Resilience and Flood Strategy	<b>Executive Director lead:</b> Stephen Peacock, Executive Director Growth and Regeneration		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member			
<b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>			
To seek approval to submit the Frome Catchment Innovation Programme Outline Business Case to the Environment Agency for technical assurance and financial approvals, and subsequently progress to Full Business Case and scheme delivery under delegated authority.			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. The River Frome has been identified as a priority catchment by the Environment Agency (EA) and Bristol Avon Catchment Partnership (BACP) to address multiple environmental challenges over the coming years. Peak river flows for the region are forecast to increase by 70% for the upper end climate change scenario (UKCP18) by the end of the century. Our hydraulic modelling indicates that the flood risk posed from the Frome in Bristol will go from being relatively manageable today, to a significant risk to people and property as we progress through the century.</li> <li>2. Following a government announcement of £200m new national flood resilience funding, in April 2021 DEFRA announced that Bristol City Council in partnership with South Gloucestershire Council, Wessex Water and the Environment Agency (“the partnership”) was one of 25 successful expressions of interest to take part in the national Flood and Coastal Resilience Innovation Programme (see background document 1). The programme spans a five year time period of 2022-2027 and aims to demonstrate how practical innovative actions can work to improve resilience to flooding.</li> <li>3. In September 2021 we were successful in our bid for an initial grant which provided us with funding for supporting studies to develop the outline business case (OBC) needed to unlock the funding for delivery of the Frome Catchment Innovation Programme. The OBC builds on the successful expression of interest (background document 2) and justifies the case for investment in Bristol and surrounding areas to deliver the programme of work identified within.</li> <li>4. The Frome Catchment Innovation programme has six work streams: <ul style="list-style-type: none"> <li>• Natural Flood Management measures in more rural areas of South Gloucestershire</li> <li>• Retrofit sustainable drainage systems (SuDS) in urban areas of South Gloucestershire and Bristol</li> <li>• Frome Gateway River restoration and integration with Frome Gateway development framework</li> <li>• Innovative financing approach to engage businesses in funding and delivery of green infrastructure</li> <li>• Investigating innovative solutions to flooding issues through planning policy</li> <li>• Monitoring of important city centre culverts (underground rivers)</li> </ul> </li> <li>5. The programme will be governed by a Programme Manager reporting into a Director’s Board, made up of representation from each project partner at Director level. It is proposed that this board, with input from the</li> </ol>			

Cabinet member for Strategic Planning, Resilience and Flood Strategy, will have authority to approve full business cases in relation to each workstream. The Cabinet member for Strategic Planning, Resilience and Flood Strategy will advise on the level of consultation required in the appraisal of options to inform full business cases.

6. Delivery of the programme will assist the city meet its ambitions regarding the One City Plan, Climate and Ecological Emergencies action plans as well as the aspirations of the Avon Catchment Partnership, of which Bristol City Council is a contributing member. The objectives of the programme are to:
  - Increase the resilience of communities and infrastructure at risk of flooding in the Frome catchment
  - Demonstrate and quantify the benefits of natural flood management measures and retrofitting SuDS
  - Support sustainable growth and regeneration throughout the Frome catchment area
  - Improve local monitoring systems in central Bristol to increase flood resilience
  - Engage with residents and businesses to understand flood risk and measures they can take to improve their resilience to flooding
  - Engage with businesses to facilitate innovative funding mechanisms to contribute towards nature based solutions
7. Evidence of how the programme will meet the objectives is provided in the Outline Business Case Appendix A

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

That cabinet:

1. Approves submission of the OBC to the Environment Agency for technical assurance and financial approval of the Frome Catchment Innovation Programme as outlined in this report and Appendix A.
2. Authorises the Executive Director for Growth and Regeneration in consultation with the S151 officer and Cabinet Member for Finance, Governance and Performance to make an application for up to £7.3m grant funding to develop and deliver the programme of work identified within the Outline Business Case.
3. Authorise the Executive Director for Growth and Regeneration in consultation with the S151 officer and Cabinet Member for Finance, Governance and Performance, on successful grant award, to take all steps required to accept and spend the funding including entering into any agreements or procuring and awarding contracts (which may be over £500k) to deliver the programme of work identified in the Outline Business Case
4. Authorises the Director – Economy of Place, in consultation with the partnership Directors Board and Cabinet member for Strategic Planning, Resilience and Flood Strategy to proceed with the development and approval of FBC's for individual work streams which may be over £500k.
5. Note that officers will undertake public consultation in respect of options and detailed designs for individual work streams where relevant to inform a decision on scheme construction and delivery.

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

The proposals align with the key themes of the corporate strategy, in particular by:

- Creating more resilient communities (Wellbeing). The proposals will enable communities in the river Frome catchment to engage with the programme, better understand the risk of flooding and influence practical actions to increase resilience
- Pursuing economic growth (Fair and Inclusive). The proposals to integrate with the Frome Gateway development framework and investigate policy challenge areas will assist with delivery of safe, resilient and sustainable development with regard to flood risk

#### **City Benefits:**

The programme will help to address the ecological emergency by providing biodiversity improvements such as improved water quality and habitats for fish and other river species. The programme will help to address the climate emergency by increasing resilience to flooding through natural flood management measures, improved drainage solutions, and better data led intelligence to inform operational procedures.

**Consultation Details:**

The proposals have been developed and discussed with the partnership organisations and in consultation with the Cabinet member for Climate, Ecology, Waste and Energy. G&R Scrutiny were informed of the programme on 28<sup>th</sup> Feb 2022 and a follow up session was held on 21<sup>st</sup> March. The proposals have been informed by engagement with land owners (regarding natural flood management), and engagement with citizens and business owners in the Frome Gateway area has been undertaken. Formal public consultation on individual schemes and projects will be undertaken prior to delivery where appropriate.

**Background Documents:**

1. Government announcement of successful projects and details of the national programme <https://www.gov.uk/guidance/flood-and-coastal-resilience-innovation-programme>
2. Expression of Interest (attached)

<b>Revenue Cost</b>	<b>£ 0</b>	<b>Source of Revenue Funding</b>	<b>n/a</b>
<b>Capital Cost</b>	<b>£7.3m</b>	<b>Source of Capital Funding</b>	<b>Grant</b>
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

1. This report seeks Cabinet approval to submit an Outline Business Case (OBC) to the Environment Agency for technical assurance and financial approval for grant funding of up to £7.3m to develop and deliver the programme of work identified within the OBC.
2. Further details of the £7.3m indicated are contained in the OBC document. This is an estimate at this stage and is expected to change on production of the FBC at which stage the detailed design will be completed and procurement strategy fully determined.
3. Revenue Implications – Ongoing revenue implications of this scheme are still being determined. Any funding ongoing needs will be identified and funding issues fully addressed to the satisfaction of the S151 officer under the delegated authority requested above.
4. The OBC allows for Risk, Contingency and optimism bias in line with guidance provided by the funder. These will be firmed up as we progress to FBC stage and ensure that adequate provision is made for any residual risk at that stage.
5. Any potential costs over-run will be funded from the national contingency pot held by central government or mitigated via value engineering, should any bid for additional funding be unsuccessful.
6. Match funding is not required as part of this programme, however some match funding has been identified from South Gloucestershire and details of this are included in the OBC.

**Finance Business Partner:** Kayode Olagundoye, Interim Finance Business Partner, Growth and Regeneration, 19<sup>th</sup> April 2022.

**2. Legal Advice:** The application for funding does not raise any specific legal issues. If successful, the procurement process to spend the funding 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 18 May 2022

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

<b>IT Team Leader:</b> Gavin Arbuckle – Head of Service Improvement and Performance. 24 February 2022		
<b>4. HR Advice:</b> There are no HR implications evident		
<b>HR Partner:</b> Celia Williams, HR Business Partner, 14 <sup>th</sup> March 2022		
<b>EDM Sign-off</b>	Peter Anderson, Interim Director Management of Place and Chair of EDM	16 March 2022
<b>Cabinet Member sign-off</b>	Cllr Beech, Cabinet Member Strategic Planning, Resilience and Flood Strategy	04 April 2022
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	09 May 2022

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



# Outline Business Case

Bristol City Council, South Gloucestershire Council, Environment Agency and Wessex Water

May 2022





Issue and revision record

Rev	Date of Issue	Originator	Checker	Approver	Description
1	11/3/22	N Nutt K Cruickshank	P Easton	T North	Work in progress, for briefing of Council Cabinet. Executive summary is a statement of best information. Remainder of document provides a snapshot of work in progress.
2	7/4/22	N Nutt K Cruickshank	P Easton	T North	Largely complete draft for review and comment by Project Partners and Defra.
3	12/5/22	N Nutt K Cruickshank	P Easton	T North	Updated following comments from the project partners and Defra review.
3.1	12/5/22	N Nutt	P Easton	T North	Corrected value for approval in S1.6

Comment sheet

Changes from EoI Submission to OBC
Minor rebalancing of funding between the 6 workstreams. Primary change reducing the proportion of funding to the River Restoration at Frome Gateway workstream.
NFM workstream – no significant change
SuDS workstream – no significant change
River Restoration at Frome Gateway workstream – the flood reduction at 30 residential properties will be minor. The investment will help enable future development which will provide a potential means to deliver flood risk reduction at these properties.
Policy Challenge – no significant change
Innovative Funding – no significant change
Culvert Monitoring – no significant change

## Frome Catchment Innovation Programme

### 1.1 Summary of Submission

Project name:	<b>Frome Catchment Innovation Programme</b>
Project short name:	<b>Frome CIP</b>
Project reference:	<b>BRI001</b>
Total Project Value:	<b>£7.19M</b> (Capital value inc sunk costs)
OBC Submission Value for Approval:	<b>£6.72M</b> (£6.52M Innovation Resilience Fund)
Public Contributions (£):	<b>£200k</b>
Private Contributions (£):	<b>£475k (unconfirmed)</b> <b>£0 (confirmed)</b>

#### Primary Source of Risk:

~~Coastal Flooding~~ **Fluvial Flooding** ~~Pluvial Flooding~~ ~~Groundwater Flooding~~ ~~Coastal Erosion~~ (Delete as Applicable)

#### Secondary Sources of Risk:

**Coastal Flooding** ~~Fluvial Flooding~~ **Pluvial Flooding** ~~Groundwater Flooding~~ ~~Coastal Erosion~~ (Delete as Applicable)

Milestone Full Business Case Approval	<b>May 2024</b>
Milestone – Readiness for service	<b>March 2027</b>
Project completion	<b>March 2027</b>

#### Short description of the project

(120 words max)

*Using micro interventions to achieve macro benefit, we will improve flood resilience in Bristol and South Gloucestershire via six workstreams:*

- 1. Natural Flood Management (NFM) – restoring and enhancing the rural landscape to reduce runoff, attenuate flows and improve the natural environment.*
- 2. SuDS – retrofitting SuDS to decrease runoff and improve water quality.*
- 3. River Restoration – enhancing the water environment, placemaking to support regeneration and increasing opportunities to manage flood risk at Frome Gateway.*

## Frome Catchment Innovation Programme

4. *Policy Challenge – study investigating how the delivery of development objectives can be improved in flood risk areas.*
5. *Innovative Private Funding – working with local business to fund improved flood resilience.*
6. *Culvert Monitoring – innovative 21<sup>st</sup> century structural and hydrometric monitoring of the culvert system discharging into the Floating Harbour in Bristol.*

### Short description of the benefits

(120 words max)

*The total value of monetised benefits is estimated to be £19.1M (PV, 40 years). In addition, there will be significant learning benefits.*

#### Key learning benefits:

- *The costs associated with delivering NFM and how commercial decisions affect costs.*
- *The strengths and weaknesses of NFM and SuDS opportunity mapping tools.*
- *Experience delivering SuDS in a range of settings.*
- *How to agree and finance the operation and maintenance of SuDS.*
- *Using land value uplift to monetise economic growth.*
- *The use of innovative private funding to fund flood resilience measures.*
- *How to meet development objectives in flood risk areas.*
- *How to effectively use modern monitoring techniques to monitor historic culverts.*

#### Key value at risk benefits:

- *Reduction in flood damage to homes, businesses and infrastructure.*
- *Improved flood resilience for communities, businesses and households.*

#### Key value potential benefits:

- *Enabling the creation of jobs, new homes and economic growth.*
- *Improved amenity, recreation, water quality, air quality, biodiversity and carbon sequestration.*

Lead Authority

**Bristol City Council (BCC)**

Delivery Partners

**Environment Agency (EA)**

**South Gloucestershire Council (SGC)**

**Wessex Water**

Project Risk (£)<sup>1</sup>

**£288k**

**50<sup>th</sup> percentile**

Optimism Bias value (£)

**£1,375k**

**30%**

---

<sup>1</sup> These risks relate to the scope of work being funded by the flood and coastal resilience innovation programme if this is different to the whole project.

Frome Catchment Innovation Programme

Expenditure Profile:

Costs per year (£k)	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total (£k)
Flood and Coastal Resilience Innovation Programme Funding	338.0	636.3	998.5	910.0	2,149.2	1,487.5	6,519.6
Contributions	-	-	225.0	100.0	100.0	250.0	675.0
Total Project Expenditure	338.0	636.3	1,223.5	1,010.0	2,249.2	1,737.5	7,194.6

Project Manager: **Matthew Sugden**

Flood Risk Officer

Matthew.Sugden@bristol.gov.uk

0117 9223211

Project Executive: **Zoe Willcox**

Director, Development of Place and Bristol City Council representative on the Bristol Avon Catchment Partnership

Zoe.willcox@bristol.gov.uk

07825315788

Environment Agency Contact: **Heather Barker**

Environment Programme Officer

Heather.l.barker@environment-agency.gov.uk

020 30250185

1.2 Contents page

1.1 Summary of Submission ..... 3

1.2 Contents page ..... 6

**1 Executive Summary .....9**

1.1 Strategic Case ..... 9

1.2 Economic case ..... 10

1.3 Commercial case ..... 11

1.4 Financial case ..... 11

1.5 Management case..... 12

1.6 Recommendations..... 13

**2 Strategic Case .....14**

2.1 Strategic context ..... 14

2.2 Environment and other considerations ..... 17

2.3 Objectives (programme and project)..... 18

2.4 Summary project description and mix of actions ..... 19

2.5 Key innovation learning and main benefits ..... 20

2.6 Strategic risks and learning from past projects..... 23

2.7 Constraints and dependencies..... 24

2.8 Stakeholder engagement ..... 25

**3 Economic Case and Benefits Framework .....27**

3.1 Description of the Business as Usual baseline ..... 27

3.2 Summary description of the investment proposal..... 28

3.3 Description of how the proposed solution was optimised..... 31

3.4 Description of invest less and invest more ..... 33

3.5 Investment costs..... 35

3.6 Investment benefits framework including learning and innovation..... 37

3.7 Comparison of costs and benefits..... 43

3.8 Sensitivity of the benefits to the level of investment..... 44

3.9 Critical Success Factors..... 45

**4 Commercial Case .....46**

4.1 Summary of procurement strategy and timescales..... 46

4.2 Contractual terms and risk allocation ..... 47

4.3 Innovation and commercial issues ..... 48

**5 Financial Case .....50**

5.1 Summary of Project Cost and Whole Life Cost ..... 50

5.2 Financial risks and optimism bias..... 51

5.3 Funding sources and contributions..... 52

## Frome Catchment Innovation Programme

5.4	<i>Expenditure and Funding Profile (2021-2027)</i> .....	54
5.5	<i>Future funding and financing</i> .....	55
<b>6</b>	<b>Management Case</b> .....	<b>58</b>
6.1	<i>Governance and partnership arrangements</i> .....	58
6.2	<i>Project management, roles and responsibilities</i> .....	59
6.3	<i>Skills and capacity</i> .....	60
6.4	<i>Programme</i> .....	61
6.5	<i>Communications, stakeholder and community engagement</i> .....	62
6.6	<i>Risk and change management</i> .....	64
6.7	<i>Contract management</i> .....	66
6.8	<i>Assurance</i> .....	66
6.9	<i>Innovation and learning: monitoring, evaluation and dissemination</i> .....	67
6.10	<i>Contingency plans</i> .....	68

## Appendices

2A	Communications and Engagement plan	
2B	Environment report	
	- 2B1 Environmental Report (without status)	
	- 2B2 WFD assessment	
	- 2B3 River surveys	
2C	Detailed description of the investment proposals	
	- 2C1 – NFM Workstream Supporting Appendix	
	- 2C2 – SuDS Workstream Supporting Appendix	
	- 2C3 – Frome Gateway Workstream Supporting Appendix	
	- 2C4 – Policy Challenge Workstream Supporting Appendix	
	- 2C5 – Innovative Private Funding Workstream Supporting Appendix	
	- 2C6.1 - Hydrometric Monitoring of Bristol Culverts Workstream Supporting Appendix	
	- 2C6.2 - Structural Monitoring of Bristol Culverts Workstream Supporting Appendix	
3A	Description of investment optimisation –refer to Appendix 2C documents	
3B	Details of costs and benefits –refer to Appendix 2C documents	
3C	Investment and innovation risk register	
4A	Procurement Strategy	
5A	Detailed expenditure profile	
5B	Contributions	
6A	Collaborative agreements and governance structure	
6B	Project management and Quality Plan (include SHEW plan)	
6C	Programme	
6D	Monitoring, Evaluation and Dissemination Strategy	



## 1 Executive Summary

### 1.1 Strategic Case

The new government policy statement on flooding and coastal erosion sets out the government's long-term ambition to create a nation more resilient to future flood and coastal erosion risk. Alongside the policy statement, the Environment Agency's (EA) National Flood and Coastal Erosion Risk Management Strategy for England focusses on improving overall resilience and provides a framework to guide the activities of those involved in flood and coastal erosion risk management.

The Bristol Frome has been identified as a priority catchment by the EA and Bristol Avon Catchment Partnership (BACP) to address multiple flooding and environmental challenges. Together, South Gloucestershire Council (SGC), Bristol City Council (BCC), the EA and Wessex Water are co-ordinating their action in the Frome catchment to make it, its tributaries and communities a more healthy and resilient system. The Frome Catchment Innovation Programme (Frome CIP) investment proposed in this business case is an important part of the co-ordinated action.

In parallel to Frome CIP the EA has commenced a Catchment Investment Strategy for the Bristol Frome; this is complimentary to this programme seeking to manage flood risk. The EA's Frome Catchment Investment Strategy, will utilise 'traditional' flood risk management approaches to identify and appraise ongoing, proposed and aspirational investments to manage flooding in the catchment. It will produce a Strategic Outline Case for priority projects in the catchment. The preparatory work for the Frome Catchment Investment Strategy has helped to provide a comprehensive evidence base for this proposed investment.

Preliminary analysis for the preparation of the Frome Catchment Investment Strategy has identified that 815 properties (residential and non-residential) are at risk of fluvial flooding in the present day 1% Annual Exceedance Probability event. The estimated present day annual expected flood damage is approximately £5.9M per annum. Across the catchment, a further 518 properties are at risk of surface water flooding in the 3.3% Annual Probability event resulting in an annual expected flood damage of £4.9M per annum.

This investment aligns with the SGC and BCC Local Flood Risk Management Strategies, Wessex Water's Business Plan and the EA's draft Flood Risk Management Plan. It is seen as a key vehicle for achieving common goals and objectives across the partnering organisations. It will support BCC and SGC to deliver on the commitments they made via the declaration of climate emergencies and the imperative to become carbon neutral by 2030. In parallel, it also aligns well with the BCC Ecological Emergency Action Plan 2021, SGC Green Infrastructure Strategy 2021 and the West of England Climate and Ecological Strategy and Action Plan 2022.

The programme has the following objectives:

- A. Increase the resilience of communities and infrastructure at risk of flooding in the Frome catchment
- B. Demonstrate and quantify the benefits of natural flood management (NFM) measures and retrofitting Sustainable Drainage Systems (SuDS)
- C. Demonstrate the deliverability of retrofit SuDS through non-flood risk programmes
- D. Support sustainable growth and regeneration throughout the Frome catchment area



## Frome Catchment Innovation Programme

- E. Improve local monitoring systems in central Bristol to increase flood resilience
- F. Engage with residents and businesses to understand flood risk and measures they can take to improve their resilience to flooding
- G. Engage with businesses to facilitate innovative funding mechanisms to contribute towards Nature Based Solutions (NBS)

### 1.2 Economic case

The proposed investment presented for the Frome Catchment Innovation Programme (Frome CIP) within this OBC has been optimised in compliance with the Innovation Programme Guidance. Each workstream has been optimised independently by considering the following factors:

- Engagement – input from stakeholders that has been used to shape the proposal.
- Critical Success Factors (CSF) – checking the optimised solution achieves the CSF.
- Value for money – demonstration that the project provides good value for money.
- Delivery risks – how the proposal has been refined to minimise the project’s risks.
- Carbon – how the proposal has been refined to support achieving carbon targets.
- Environment – the steps taken to minimise detrimental environmental impact and maximise environment gain.
- Health & safety – the steps taken to maximise the safety of the programme’s delivery and those that may interact with the assets created.
- Equality, diversity and inclusion – the steps taken to maximise social outcomes.

Table 1 summarises the cost-benefit analysis undertaken as part of the optimisation.

*Table 1: Summary of cost benefit analysis (Present Value, 40 year appraisal period)*

Workstream	Present Value Cost PVC £k	Present Value benefits PVbi, including local benefits £k	Benefit Cost Ratio BCR (Pvbi / PVC)
Preparation of OBC	388.0	NA	NA
Preparation of FBCs	89.2	NA	NA
Delivery of the six workstreams	4,403.1	NA	NA
Monitoring & evaluation	25.0	NA	NA
Programme Management	430.0	NA	NA
Risk (50th percentile)	287.9	NA	NA
Optimism bias (30%)	1,484.2	NA	NA
<b>Total</b>	<b>7,107.3</b>	<b>19,149.1</b>	<b>2.7</b>

The CSF are summarised in the bullet points below (full details within Table 13):

1. Strategic fit and business needs – supports the investment objectives and the partners’ strategies.
2. Value for Money – benefits exceed costs and improves flood resilience.
3. Supplier capacity and capability – within the ability of and commercially attractive to potential suppliers.
4. Affordable – evidence the investment can be financed.

## Frome Catchment Innovation Programme

5. Achievable – governance, management, risk management and resources can be put in place to deliver the project.

### 1.3 Commercial case

The general procurement strategy uses a staged process as follows:

1. Identify most suitable partner lead for each workstream.
2. Identify suitable existing frameworks / contracts available to the lead partner.
3. Procure using pre-defined arrangements.
4. Where no suitable existing frameworks / contracts are available, lead partner to procure bespoke solutions.

Stages 1 and 2 are largely complete.

The procurement strategy ensures value for money by utilising existing arrangements that have demonstrated value for money through a competitive bidding process. Where new contracts are to be procured, value for money will be ensured by applying a suitable quality-price ratio in the tender evaluation criteria.

Inherent project risks due to the innovative nature of the project will be minimised through the procurement strategy that uses a blended approach of established, multi-disciplinary consultants and civils contractors, together with not-for-profit organisations who have practical experience of implementing innovative solutions. Our engagement with this broad range of suppliers has shown that there are multiple routes to market to deliver the types of intervention we propose.

Risks will be managed at an individual contract level during delivery through a risk register that will be owned jointly by the client and supplier(s). At a programme level, risks will be managed through the governance arrangements as set out in the management case.

### 1.4 Financial case

The proposed £6.72M expenditure (post OBC to March 2027) to improve flood resilience in the Frome catchment will primarily be funded by the Flood and Coastal Resilience Innovation Programme.

Secured funding:

- Flood and Coastal Resilience Innovation Programme - £478k already approved via FCERM7 of £6.0M agreed in principle. An increase to £6,520k allocation under this fund is requested via this OBC.
- South Gloucestershire Council's Climate Emergency Fund - £200k – secured.

Unsecured funding opportunities:

- Depending on the SuDS sites and opportunities selected, Wessex Water may be able to secure additional funding for the development and construction of SuDS retrofit projects where there would be a reduction in flow to the public sewers, reducing the risk of sewer flooding and frequency of storm overflow operation.
- An expression of interest by BCC to participate in the Department for Education's SuDS in school's sites was successful, and we are progressing this to obtain additional funding for the SuDS work stream
- Wessex Water will consider the adoption of SuDS that fall under the Sewerage Sector Guidance provided the SuDS comply with the required design standards.

## Frome Catchment Innovation Programme

- Innovative Private Funding (workstream 5 of this programme) is a funding generating workstream. Our low-end working assumption is that this workstream will bring in £125k of additional funding. We have set a £200k target with the potential to bring in significantly more.
- Contributions at Frome Gateway. There is significant potential to secure contributions for the restoration of the river in the Frome Gateway given the range of beneficiaries. There is also potential to generate income through new amenities such as kiosks.
- To support the delivery of NFM we will encourage land managers to apply for other funding streams such as Environment Land Management Scheme, Countryside Stewardship, Bristol Avon Catchment Market, carbon offset or environmental gain offset. This programme will not apply for the funding on the behalf of others or directly gain access to this stream of funding. However, it is anticipated that this funding will enable others to maintain assets without direct funding from the programme.

### Existing maintenance commitments:

- BCC, SGC and Wessex Water invest significant funds annually to maintain existing assets. Aligning with the stipulated Business as Usual baseline, this revenue funding is not reported to avoid misreporting existing funding as “new funding”.

As outlined in the Financial Case (Chapter 5), the Defra funding is available until March 2027. After 2027 alternate sources of funding will be required for any future operation or maintenance costs. The proposed solution for the financing of future expenditure is presented in Section 5.5. As outlined in Section 6.10, the programme has good contingency arrangements to allow the programme to flex to a broad range of outturn cost and funding scenarios.

### 1.5 Management case

A summary of the proposed programme management structure is presented below.

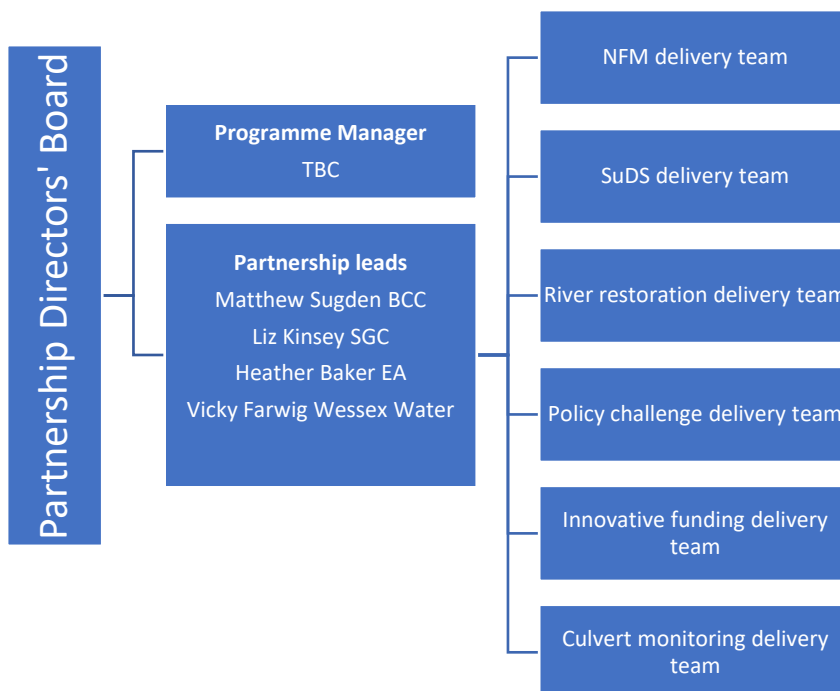


Figure 1: Summary of the proposed management structure for Frome CIP

## Frome Catchment Innovation Programme

The programme will be overseen by BCC and managed by Council staff in compliance with the Council's standard procedures for managing programmes and projects. In turn, the programme will be broken into a series of projects with partner organisations taking on responsibility to deliver the workstream projects with the partner organisations managing projects in compliance with their own internal project management processes.

Risks will continue to be actively managed via programme and workstream risk workshops allowing us to identify risks, plan mitigation and monitor the application of mitigation.

The following should be undertaken to maximise the probability of the programme achieving its investment objectives.

1. Implementation of the Stakeholder Engagement Framework will help secure support for the project from landowners, statutory stakeholders, funders and the local community. Without effective engagement there is an elevated risk that the programme will fail to achieve its objectives.
2. Build on existing and continue political support for the project through the implementation phase to ensure the significant benefits are realised.
3. Learning is a key benefit of the investment. It is therefore important that the Monitoring, Evaluation and Dissemination Strategy is followed.
4. It is a complex programme and will require aligned working between the Programme Partners. The Partners should continue to abide by the Partnership Collaborative Agreement to permit effective collaboration and the achievement of aligned goals.
5. Risk management workshops should continue to be used by the Partnership to identify, mitigate and monitor risks.

### 1.6 Recommendations

The £7.2M for this proposed investment, Frome CIP, as presented in this OBC, is a robust investment that aligns well with the overarching strategic drivers. It represents good value for money by delivering macro benefits from micro interventions providing society with significant benefits and transferable learning. It is affordable, commercially viable and the programme can be delivered by the partners to achieve the identified benefits. It is recommended that the identified £6,519.6k funding from the Resilience Innovation Fund is allocated to the programme.

## 2 Strategic Case

### 2.1 Strategic context

The new government policy statement on flooding and coastal erosion, published on 14 July 2020, sets out the government's long-term ambition to create a nation more resilient to future flood and coastal erosion risk. The press release included information about Defra's £200m flood and coastal resilience innovation programme (FCRIP). Alongside the policy statement, the EA published its new National Flood and Coastal Erosion Risk Management Strategy for England, which is also focussed on improving overall resilience and provides a framework to guide the activities of those involved in flood and coastal erosion risk management. Defra's FCRIP will contribute to addressing the risks from flooding and coastal change identified in the UK Climate Change Risk Assessment and the National Risk Register.

Defra's FCRIP, and by extension its 25 selected projects, will contribute towards delivery of Outcome 3 of the Government's 25 Year Environment Plan and Single Departmental Plan for floods and water: reduced risk of flooding. Defra's FCRIP will make a significant contribution to the implementation of the resilience approach outlined in the National Flood and Coastal Erosion Risk Management Strategy.

The Bristol Frome has been identified as a priority catchment by the EA and Bristol Avon Catchment Partnership (BACP) to address multiple flooding and environmental challenges over the coming years. As a result, South Gloucestershire Council (SGC), Bristol City Council (BCC), the EA and Wessex Water established the River Frome Reconnected Partnership (RFR) in 2018 to oversee and co-ordinate action in the Frome catchment to make it, its tributaries and communities a more healthy and resilient system.

The programme of investment proposed in this business case relates to the (Bristol) Frome Catchment Innovation Programme (Frome CIP). It is one of 25 projects that has secured FCRIP funding to help deliver the objectives of the FCRIP programme. In addition to supporting the FCRIP policy objectives it will also support the delivery of other national and local flood risk management, social, environment and economic growth policy objectives.

In parallel to Frome CIP, the EA has commenced a Catchment Investment Strategy for the Bristol Frome; this is complimentary to this programme seeking to manage flood risk. The EA's Frome Catchment Investment Strategy, will utilise 'traditional' flood risk management approaches to identify and appraise ongoing, proposed and aspirational investments to manage flooding in the catchment. It is a key part of the delivery of the Flood Risk Management Plan (FRMP) and Local Flood Risk Management Strategies (LFRMS) (discussed below). It will produce a Strategic Outline Case for priority projects in the catchment. The work under the Frome Catchment Investment Strategy has helped to provide a comprehensive evidence base for the Frome CIP (this proposed investment).

FRMPs aim to support and contribute to the delivery of the ambitions in the National FCERM Strategy, such as nature-based solutions, and longer-term adaptive approaches for taking action at the right time. The draft 2021-27 FRMP for the Severn River Basin District includes the following local measures relevant to this investment:

1. Engage with BCC and other partners on new development areas in Bristol – aligns with Workstream 4 "Policy Challenge".
2. Refurbish the flood defence assets in the lower reaches of the Bristol Frome – aligns with Workstream 3 "River Restoration" and Workstream 6 "Culvert monitoring".

## Frome Catchment Innovation Programme

3. Support BCC to achieve the objectives of the LFRMS in Bristol – aligns with all workstreams.
4. Work with partners to develop an investment strategy for up to the next 100 years in the Bristol Frome catchment – aligns with all workstreams.
5. Work with partners to undertake a catchment scale assessment of NFM opportunities in rural and peri-urban catchments affecting Bristol and its surrounding communities – aligns with Workstream 1 “NFM” and Workstream 2 “SuDS”.

The LFRMSs for BCC and SGC are also aligned with the FCERM Strategy. BCC LFRMS is also linked with local development plans and Bristol’s status as the European Green Capital 2015, and as a member of the Rockefeller Foundation’s 100 Resilient Cities. The 2016-2022 BCC LFRMS set the following objectives:

1. Gain a greater understanding of the flood risks posed to Bristol and its people and places – Aligns with all workstreams.
2. Actively manage flood risk infrastructure to reduce the likelihood of flooding causing harm to people and damage to society, the economy and the environment – aligns with Workstream 6 “Monitoring of culverts”.
3. Increase public awareness and encourage communities to take action to manage the risks that they face. Understand the concerns and priorities of communities – aligns with all workstreams.
4. Prevent inappropriate development – aligns with Workstream 4 “Policy Challenge”.
5. Improve preparedness for flood events and post flood recovery – aligns with all workstreams.

The SGC 2015-2020 LFRMS set the following objectives:

1. Prioritise and implement improvements to local flood infrastructure to reduce the likelihood of flooding causing harm to the communities, businesses and the environment of South Gloucestershire – aligns with all workstreams.
2. Increase public awareness of the level of flood risk affecting communities and businesses and how they can better protect themselves and their property – aligns with all workstreams.
3. Actively work with other LLFAs and RMAs to coordinate management and reduce flood risk across South Gloucestershire – aligns with all workstreams.
4. Contribute to wider social, economic, environmental and cultural benefits by encouraging sustainable multi-benefit solutions and maximising use of resource – aligns with Workstream 1 “NFM” and Workstream 2 “SuDS”.
5. Improve our understanding of drainage assets, flood risk and how climate change will influence future flood risk – aligns with Workstream 1 “NFM” and Workstream 2 “SuDS”.
6. Ensure future development considers all known flood risks and climate change projections for South Gloucestershire – aligns with Workstream 4 “Policy Challenge”.

Wessex Water is the sole public sewerage provider in the catchment. Wessex Water’s Business Plan (2020-2025) sets performance expectations against nine long-term promises. The Plan includes actions to secure long-term resilience and priorities to minimise sewer flooding and to enhance the environment aligning with Frome CIP’s proposal to install SuDS. Wessex Water’s Drainage and Wastewater Management Plan (DWMP) is under development. The DWMP will identify areas of the catchment where investment is required in the drainage and wastewater infrastructure to deliver future resilience given additional pressures of growth, urban creep and climate change. The key outcomes for the DWMP will

## Frome Catchment Innovation Programme

be to deliver improved drainage and water quality. The final DWMP is due for completion in March 2023, this will inform Wessex Water's PR24 Business Plan, which requests funding from OFWAT for 2025-2030. The Frome CIP has sought to identify locations where surface water and sewer flood risks may be reduced through installation of SuDS or NFM, with a view to developing collaborative projects, aligning investment requirements with needs identified in the DWMP to achieve multiple outcomes.

This proposed investment, Frome CIP, will contribute towards delivery of the Government's 25 Year Environment Plan by reducing risk of harm from environmental hazards such as flooding and will facilitate nature's recovery. It will also contribute to meeting the requirements of the Environment Act 2021 which includes the introduction of the biodiversity net gain condition for development and development of Local Nature Recovery Strategies.

The Severn River Basin Management Plan (RBMP) provides a framework for achieving an improved and sustainable water environment for the Frome. The RBMP divides the Frome catchment into 8 water bodies. The RBMP includes objectives to improve all 8 water bodies by 2027. The Frome CIP aligns with the RBMP process and will complement other stakeholder plans.

The West of England Climate and Ecology Emergency Action Plan and the Climate Emergency Strategies for BCC and SGC set out targets to become carbon neutral by 2030. These documents set out a shared vision addressing both the direct and indirect sources of emissions that are responsible for climate change, as well as addressing climate adaptation. Frome CIP is aligned with these shared visions.

Bristol and SGC have strategies for addressing the ecological emergency, The One City Ecological Emergency Strategy (OCEES) for Bristol sets out the vision and ambition for an ecologically resilient, wildlife rich city by 2030. The strategy includes four key strategic goals to be achieved by 2030, including one for water quality to support healthy wildlife. BCC Ecological Emergency Action Plan sets out how it is delivering on the OCEES ambitions. SGC's 'Greener Places' Green Infrastructure Strategy sets out how SGC will implement the West of England Joint Green Infrastructure Strategy and bring together partners', ambitions, commitments, obligations and priorities for green infrastructure. This includes the planning and design of green infrastructure within new developments and the approach the council will take to managing green spaces.

The National Planning Policy Framework (NPPF) recognises that the planning system should support the transition to a low carbon future in a changing climate, taking full account of flood risk and coastal change. The Frome CIP investment will undertake a policy challenge review to explore ways in which the ambitions of the NPPF can be more effectively met without compromising the safety of new developments.

BCC's and SGC's Local Plans are being reviewed alongside a new Spatial Development Strategy (SDS) for the West of England. The SDS and Local Plans will cover the overall housing and employment land requirements and the supporting strategic and detailed planning policies to guide that growth. They will include the provision of green and blue infrastructure, support commitment to nature recovery, sustainable drainage and biodiversity net gain required in new developments as well as protecting areas of flood risk and high ecological value. BCC is producing a Green Infrastructure Strategy, expected in 2022 that will provide a framework for green and blue infrastructure developing on the work already underway in Bristol. All these improvements will benefit the water and the

land environment, help to provide health and wellbeing benefits and express the objectives of the West of England Joint Green Infrastructure Strategy.

The Yate Masterplan (YM) will deliver a vision for future growth and development in SGC and provides opportunities for improved surface water management. The Frome Gateway is a new neighbourhood regeneration scheme being devised within Bristol city. The development of these areas provides opportunities for restoring the river corridor, reducing flood risk and enhancing accessibility, nature conservation value and recreational potential of neighbouring green spaces and the wider River Frome corridor.

## 2.2 Environment and other considerations

An environmental report, Water Framework Directive (WFD) assessment and geomorphological river condition assessment (Appendices 2B1 - 2B3) have been produced to support this OBC.

The WFD assessment concluded that the proposed Frome CIP workstreams (primarily comprising of NFM, SuDS and river restoration) are anticipated to have mainly positive effects on WFD quality elements. Further detail will be required on the specific interventions to be taken forward before it can be concluded there are no WFD compliance risks.

The environmental report comprises of a high-level exercise to identify environmental constraints, provide information on consents and permissions which may be required, and identify potential opportunities for enhancement. The Frome Catchment comprises of approximately 175km<sup>2</sup> of agricultural and urban land. Due to the size of the catchment, a large number of environmental constraints relating to biodiversity, heritage, the water environment, landscape, land use, geology and contaminated land, and air quality were identified. This information has been summarised below:

- **Biodiversity:** Within the BCC district there are two Local Nature Reserves (LNR), two Sites of Special Scientific Interest (SSSI), multiple Tree Preservation Orders (TPOs), multiple recorded priority species and a range of priority habitats. Within the SGC district there are five LNRs, two SSSI, multiple recorded priority species and a range of priority habitats.
- **Heritage:** Within the BCC district there are eight Scheduled monuments, 18 conservation areas and multiple listed buildings. Within the SGC district there are nine Scheduled monuments, six conservation areas and multiple listed buildings.
- **Water environment:** Within the BCC district there is one WFD surface waterbody, and two WFD groundwater bodies. Within the SGC district there are seven WFD surface waterbodies, four WFD groundwater bodies, one nitrate vulnerable zone, and three source protection zones.
- **Landscape:** Within the BCC district there are 21 Local Character Areas (LCAs), and Green Belt. Within the SGC district there are 12 LCAs, Green Belt, and the Cotswold Area of Outstanding Natural Beauty (AONB).
- **Land use, contaminated land & geology:** Within the BCC district there are 15 historic landfills. Within the SGC district there are 18 historic landfills, and three authorised landfills. In addition to mapped historic landfills, there are also various unmapped historic landfill sites such as suspected landfills at the Frome Gateway.
- **Air quality:** The Bristol Air Quality Management Area (AQMA) is within the BCC district, and the Staple Hill AQMA is within the SGC district.



## Frome Catchment Innovation Programme

Further information on the detail, design and location of the interventions that will be delivered by the Programme is required to narrow down the baseline and further understand the environmental constraints relevant to the Programme. If elements of the Programme are located within close proximity to the above constraints it is likely the relevant consents/permits would be required as follows:

- **Biodiversity:** TPO permits / permission from local authority, protected species licensing and mitigation measures, SSSI assent.
- **Heritage:** planning permission for listed buildings, conservation areas and scheduled monuments.
- **Water environment:** A Flood Risk Activity Permit (FRAP), a land drainage consent and planning permission.
- **Landscape:** requires further information from landscape assessments.
- **Land use, contaminated land & geology:** requires further information from contamination / land quality assessments.
- **Air quality:** potential requirement for an AQMA plan

At this stage of design, the following opportunities have been identified:

- Align with local plans: consider green infrastructure within the design and community engagement throughout the process. Incorporation/improvement of pedestrian footpaths and/or cycle paths within the area, and/or improvement of green space and recreational space as part of the design.
- Enhance or improve priority habitats within the catchment.
- Investigate opportunities to improve designations in poor condition.
- Delivery of Catchment Priority Actions identified by Bristol Avon Catchment Partnership.
- Delivery of River Basin Management Plan objectives.

### 2.3 Objectives (programme and project)

The aims of Defra's flood and coastal resilience innovation programme (FCRIP) are to:

- Encourage local authorities, businesses and communities to test and demonstrate innovative practical resilience actions in their areas.
- Improve the resilience of 25 local areas, reducing the costs of future damage and disruption from flooding and coastal erosion.
- Improve evidence on the costs and benefits of the innovative resilience actions and demonstrate how different actions work together across geographical areas.
- Use the evidence and learning developed to inform future approaches to, and investments in, flood and coastal erosion risk management.

The Investment Objectives for Frome CIP are to:

- A. Increase the resilience of communities and infrastructure at risk of flooding in the Frome catchment.
- B. Demonstrate and quantify the benefits of natural flood management (NFM) measures and retrofitting Sustainable Drainage Systems (SuDS).
- C. Demonstrate the deliverability of retrofit SuDS through non-flood risk programmes.
- D. Support sustainable growth and regeneration throughout the Frome catchment area.
- E. Improve local asset monitoring systems in central Bristol to increase flood resilience.

## Frome Catchment Innovation Programme

F. Engage with residents and businesses to understand flood risk and measures they can take to improve their resilience to flooding.

G. Engage with businesses to facilitate innovative funding mechanisms to contribute towards Nature Based Solutions (NBS).

The Monitoring, Evaluation and Dissemination Strategy (Appendix 6D) breaks the objectives into measurable sub-objectives that are SMART. It presents our proposed approach for monitoring and evaluating the achievement of the objectives.

### 2.4 Summary project description and mix of actions

This Programme proposes a workstream approach to achieve the macro benefits from micro interventions. Unlike a traditional FCERM scheme, workstreams have been selected to cover all parts of the source-pathway-receptor model.

Table 2 summarises how the investment objectives have been cascaded to the six workstreams. It demonstrates there are no gaps in the delivery of objectives and that all workstreams align with the programme objectives.

The key innovation and learning from the workstreams is summarised in Section 2.5. The supplementary appendices for each workstream (Appendices 2C1 to 2C6.2) provide an expanded description of how they will support a broader range of future FCERM actions and support increased delivery of FCERM resilience actions.

Table 2: Alignment of project workstreams (actions) with project objectives

Action/ Workstream	Objectives – described in Section 2.3						
	A – Increase resilience	B – Demonstrate benefits	C – SuDS	D - growth	E – culvert monitoring	F - engage	G – funding
WS1 NFM Source	✓	✓				✓	
WS2 SuDS Source	✓	✓	✓			✓	✓
WS3 River restoration Pathway	✓			✓		✓	✓
WS4 Policy Challenge Receptor	✓			✓			
WS5 Innovative Funding Receptor	✓					✓	✓
WS6 Culvert monitoring Pathway & receptor	✓				✓		

As demonstrated within the economic case, the actions (workstreams) have been optimised to maximise resilience within the catchment. By utilising innovative funding we will make more extensive use of NBS (including NFM, SuDS and River Restoration) to improve flood resilience. Importantly, the NBS approach will deliver significant additional co-benefits over traditional FCERM assets.

By incorporating innovative asset monitoring, we will be able to manage the existing assets more efficiently helping to reduce costs and to reduce the frequency of flooding by making better asset management decisions in the future.

The policy challenge workstream switches the angle to look at how new development can be made more resilient to flooding. It represents a significantly under discussed aspect of flood resilience and has the potential to transfer learning to improve flood resilience nationally.

### 2.5 Key innovation learning and main benefits

We propose a mix of flood resilience measures that mirrors the rural to urban nature of the Frome catchment with citizen science and engagement at the core. The mix of activities gives flexibility to the programme to re-distribute funding across work streams to manage risks and capitalise on opportunities if and when they materialise.

The expected learning and innovation, and the main benefits of the workstreams are summarised Table 3.

Table 3: Summary of the expected learning, innovation and main benefits

The expected learning and innovation	The main benefits
WS1 Natural flood management	
<ul style="list-style-type: none"> <li>Utilising catchment scale NFM opportunity mapping alongside ground-based reconnaissance to develop a strategic approach for the selection and implementation of NFM interventions. We aim to improve understanding in the commonalities and differences between the sites and types of opportunities that the two different approaches identify. Assess whether there is a cost-effective balance for using these approaches.</li> <li>The most effective commercial delivery approach for NFM and implications on delivery costs from commercial decisions.</li> <li>The relationship between desk-based SuDS opportunity mapping and NFM opportunity mapping in transitional urban and rural areas.</li> <li>Ascertain local preferences for NFM and successful engagement techniques.</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in fluvial and local surface water flood damage to properties.</li> <li>Reduction in flooding of rural roads due to blockage of built assets by sediment.</li> <li>Environmental gain including biodiversity within the catchment.</li> <li>A cumulative delivery of local intervention measures with a catchment scale impact.</li> <li>Improved awareness within local and farming communities will inspire individual behavioural change.</li> </ul>
WS2 SuDS	
<ul style="list-style-type: none"> <li>Experience delivering SuDS in a range of settings e.g. schools, other council sites, commercial sites and roads.</li> <li>Experience on robust arrangements for the operation and maintenance of SuDS.</li> <li>Utilising catchment scale SuDS opportunity mapping alongside observed flooding hotspots to develop a strategic approach for the selection and implementation of SuDS interventions. Improved understanding in the commonalities and differences between the sites and types of opportunities that the two different approaches identify. We will assess whether there is a cost-effective balance for using these approaches.</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in surface water and fluvial flood damage to properties.</li> <li>Reduction in the volume of surface water entering the sewer network, reducing the load on treatment works and freeing up capacity for development.</li> <li>Reduction in sewer flooding.</li> <li>Reduction in nuisance surface water flooding on roads and paths.</li> <li>Environmental gain within the catchment.</li> <li>A cumulative delivery of local intervention measures with a catchment scale impact.</li> <li>Improved awareness within communities and businesses will inspire individual behavioural change.</li> </ul>
WS3 River restoration	

The expected learning and innovation	The main benefits
<ul style="list-style-type: none"> <li>• How flood risk management investments can effectively collaborate with developers and planners.</li> <li>• Demonstration of the MoRPh river survey approach at a publicly accessible site. Engaging citizen scientists to undertake further MoRPh surveys.</li> <li>• Using Land Value Uplift as a means of estimating the economic value of enabling economic development. Nationally, this methodology could support using Land Value Capture as an innovative means of funding flood defence/resilience improvements.</li> </ul>	<ul style="list-style-type: none"> <li>• Restoration of the River Frome within the Frome Gateway site.</li> <li>• How river restoration can be used to unlock the Frome Gateway development site for an area-wide regeneration project.</li> <li>• Reduction in flood risk and improvements in flood resilience to the surrounding community.</li> <li>• Improvements to amenity, landscape, biodiversity and the local active travel network within Riverside Park.</li> </ul>
WS4 Policy Challenge	
<ul style="list-style-type: none"> <li>• Better understanding the specific challenges to obtaining planning consents in areas at risk of flooding".</li> <li>• What can Local Authorities or other public bodies do to enable development in areas at risk of flooding.</li> <li>• The private sector's role in protecting land from the impacts of flooding.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved delivery of 'Bristol Housing Delivery Test Action Plan'. Resulting in increased economic activity (increased employment).</li> </ul>
WS5 Innovative Private Funding	
<ul style="list-style-type: none"> <li>• How to form practical links between commercial interests in a region and the landscapes that influence their ability to operate.</li> <li>• The skills, tools and capacity needed to establish a marketplace and engage with businesses to fund resilience actions.</li> </ul>	<ul style="list-style-type: none"> <li>• Businesses realising that the environmental health of local landscapes has a direct impact on their business and workforce. Leading to partnership funding and collaboration.</li> <li>• Creating the methodology and marketplace for local stakeholders to be engaged and trades to take place. An opportunity to grow with further businesses joining, and scope of work and area able to be expanded.</li> </ul>
WS6.1 Hydrometric monitoring	
<ul style="list-style-type: none"> <li>• How to efficiently utilise the latest hydrometric monitoring techniques to improve harbour operations.</li> <li>• Better understanding of the harbour's inflows so that we can make better investment decisions in the future.</li> <li>• How much it costs to install and operate modern flow and level telemetry technology.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved quality of flow data will allow us to manage the culvert network and Floating Harbour more proactively. This will reduce the costs to manage the assets and increase flood resilience.</li> <li>• Improved data sharing and management will facilitate more effective management of assets.</li> </ul>

The expected learning and innovation	The main benefits
WS6.2 Structural monitoring	
<ul style="list-style-type: none"> <li>• How to efficiently utilise the latest structural monitoring and digital techniques to interpret data and manage assets safely and with better outcomes.</li> <li>• The cost, programme and other considerations associated with using a range of survey techniques (drone LiDAR, thermal imaging, 3D sonar and CCTV).</li> </ul>	<ul style="list-style-type: none"> <li>• A significant health and safety improvement by reducing the need for personnel to enter this challenging confined space environment.</li> <li>• Improved quality and coverage of asset condition data will allow us to more proactively manage the culvert network.</li> <li>• A 3D digital baseline record of the culvert network would provide us with a useful resource to engage with residents, businesses and developers.</li> </ul>

## 2.6 Strategic risks and learning from past projects

The project has the following strategic risks:

1. The programme is reliant on the partner organisations and stakeholders working together. Priorities may misalign or change.
2. NFM, SuDS, river restoration and asset monitoring may reduce the impact of higher probability flood events (not necessarily the low probability event). The occurrence of an extreme flood event may reduce community support for the investment or require the proposed approach to be revisited.
3. Cumulative multiple measures (e.g. NFM, SuDS, river restoration and policy) are required to make a difference at a catchment scale. Failure to deliver a sufficient scale of measures might not make an adequate difference.
4. War/geopolitical instability could increase pressure to maximise land for food or energy production.
5. Uncertainty of how assets will be maintained, and operated post 2027 may significantly constrain what the Programme can deliver.
6. The Programme may be disrupted, delayed or stopped due to:
  - a. Adverse reception from communities
  - b. Change in local/regional/national priorities with regards to flooding and infrastructure investment
  - c. Political pressure/change could alter strategic justification or funding
  - d. Pandemic

From previous projects we have identified the following learning:

1. Catchment reconnaissance undertaken by Farming and Wildlife Advisory Group (FWAG) in 2019/20 identified significant opportunities to implement NFM in the catchment.
2. Via various NFM projects, engagement is key. Landowners cannot be forced to have NFM on their land and must be supportive of the proposals. The commercial approach for NFM delivery has a significant cost impact. Farmers and small agri-contractors can be significantly cheaper than larger contractors.

## Frome Catchment Innovation Programme

3. SuDS at Embleton Road and Southmead identified that good quality engagement and site investigation are essential. Maintenance can be significant, particularly removing litter, clearing inlets and managing community expectations for the aesthetic look in winter months.
4. Wessex Water have learnt from a detailed, in-house cost estimating exercise that compared the CAPEX costs reported by SuDS Studio (for high-level DWMP and Overflow spill reduction options) with estimates by Wessex Water's estimating team. An uplift of 1.5-2.0 was identified as appropriate to estimate the delivery cost; allowing for Wessex Water's framework contractors, design and risk elements etc.
5. Consultation for the Frome Gateway has identified there is an under-provision of open and green space within the Frome Gateway area and that many residents and businesses are not aware of the flooding issues in the area.
6. Engagement with the EA and other regulatory bodies for BCC's recent Silverthorne Lane and St. Phillips Marsh developments has illustrated that agreeing what mitigation is safe in areas subject to hazardous flood depths is challenging .
7. Lessons from Innovative Funding feasibility and piloting in Bristol has identified:
  - a. Momentum is important for effectively engaging with private funders.
  - b. Political and economic uncertainty detrimentally impact private funding.
  - c. A clear menu of options that require funding helps businesses to engage.
8. The EA's 2017 structural inspection survey of the Frome culverts provided learning on tides, survey techniques and data accessibility for surveying the culverts.
9. BCC's Harbour Condition Surveys Project's 'digital twin' has proved to be an efficient tool for the team to operate and maintain the harbour. The tool could be replicated or extended to include the Frome culverts.

### 2.7 Constraints and dependencies

The following external constraining conditions and parameters for the programme have been identified:

1. The OBC must be submitted by June 2022 and Full Business Cases (FBC) must be completed for the individual workstreams prior to delivery on site. The policy challenge report must be completed by June 2023.
2. There is a cap on the available Innovation Resilience Funding and the deadline for the use of funding is March 2027. The funding cannot be used for maintenance.
3. All necessary consents will need to be secured before commencing site work:
  - Planning Permission including Listed Building, Protected Species, Conservation Area, Protected Landscapes and Scheduled Monument consents.
  - Easements, Rights of Way and permissive routes.
  - Flood Risk Activity Permit, Environmental Permit or Land Drainage Consents.
  - Waste licences.
4. Environment Act and the requirement for Biodiversity Net Gain
5. UK Net Zero Strategy to achieve carbon neutrality by 2050 and partner climate emergency objectives to achieve carbon neutrality by 2030.

The identified project dependencies are:

1. The delivery of the programme is dependent on the co-ordinated long-term commitments and actions from the project partners and stakeholders.
2. The delivery of benefits relating to river restoration at Frome Gateway are in part dependent on the progression of the Frome Gateway re-development.



Frome Catchment Innovation Programme

3. The successful uptake NFM and SuDS will be dependent on the interests of landowners.
4. The culvert monitoring workstreams are dependent on the EA's existing hydrometric monitoring infrastructure and BCC's existing Harbourside digital twin.

## 2.8 Stakeholder engagement

The Stakeholder Engagement Framework is presented in Appendix 2A. The framework identifies the key stakeholder groups, objectives, messages and engagement methods for the programme. In recognition that each workstream has unique engagement requirements, individual workstream communications plans will be delivered post OBC prior to commencing the delivery of the workstreams.

The top three influences of stakeholder engagement completed to shape the business case have been:

1. Landowner engagement to develop natural flood management proposals
2. Community and business engagement to develop the river restoration concept
3. Engagement within the partnership organisations' wider stakeholders to steer the business case as a whole.

Further details of how engagement has been used in the optimisation of the proposals to date are presented in Section 3.3. Engagement will continue during the preparation of the FBC and throughout the delivery of Frome CIP. A Programme Manager will be recruited to become the face of the programme helping to give continuity to stakeholders who may otherwise be exposed to many officers, consultants, contractors, and other stakeholders.

### 2.8.1 Monitoring and evaluation framework, and dissemination

The Monitoring, Evaluation and Dissemination Strategy is presented in Appendix 6D. Monitoring and evaluation has been developed based on the benefits framework (Section 3.6) and Project Objectives (Section 2.3). The overriding principles for monitoring are:

- **Quality over quantity** – we will strive to make a few robust learning contributions that others can rely on over many unreliable findings that are worthless.
- **Real world learning need** – learning on flood resilience topics that will be of real-world practical use to us and others in the future. We will avoid scientifically interesting topics and focus on the day-to-day real-world issues faced by communities and flood risk management professionals.
- **Nature based solutions** – we will prioritise monitoring and collection of data related to nature-based solutions.
- **Value for money** – the cost of capturing the learning is proportionate to the cost savings or improved resilience that the learning will bring.
- **Community focus** - we will maximise the use of community monitoring. It presents a means of increasing community engagement, provides new opportunities for the community and enables monitoring to continue after our funding ends.
- **Good dissemination** - there is no gain if learning outcomes are not shared to those who can make use of the learning. We need to get the right messages to the right audiences.

Frome CIP's key learning benefits are:

- *The costs associated with delivering NFM and how commercial decisions affect costs.*
- *The strengths and weaknesses of NFM and SuDS opportunity mapping tools.*
- *Experience delivering SuDS in a range of settings.*



## Frome Catchment Innovation Programme

- *How to agree and finance the operation and maintenance of SuDS.*
- *Using land value uplift to monetise economic growth.*
- *The use of innovative private funding to fund flood resilience measures.*
- *How to meet development objectives in flood risk areas.*
- *How to effectively use modern monitoring techniques to monitor historic culverts.*

We propose to recruit a Programme Manager as a permanent member of staff to the BCC flood risk management team. A core part of the Programme Manager role will be monitoring, evaluation and dissemination. As a permanent member of staff we anticipate that they will be able to continue monitoring and evaluation of the programme after the programme's funding ends in 2027.

After approval of the OBC for this proposed investment, Frome CIP, we will prepare FBCs for the workstreams. This will be our first learning gateway and will allow us to capture changes to benefits and costs once the workstreams have been designed/scoped and priced by suppliers allowing us to revise our estimates of benefits and costs.

During delivery, each of our workstreams will be required to identify a suitable conference or seminar to present to relevant professionals in the sector. We will also submit an abstract to a national conference such as Flood and Coast to present the full programme.

In the last year of the programme, we propose to publish a post programme review of the learning that has arisen from the programme. This will include any revised estimates of the benefits and costs.

### 3 Economic Case and Benefits Framework

#### 3.1 Description of the Business as Usual baseline

The Frome catchment is approximately 175km<sup>2</sup>, the catchment extent is shown in Figure 2. The lower catchment is urbanised with the upper catchment being predominantly rural comprising primarily of pasture grazing. In the catchment there are four Risk Management Authorities (the Frome CIP partners).

- EA is responsible for managing the flood risk from main rivers. Its assets in the catchment include the Tubbs Bottom storage site.
- SGC is responsible for managing the flood risk from ordinary watercourses, surface water (including road drainage) and ground water in South Gloucestershire.
- BCC is responsible for managing the flood risk from ordinary watercourses, surface water (including road drainage), the Floating Harbour and ground water in the City of Bristol.
- Wessex Water is responsible for managing flooding from sewers. Four key Wessex Water flood risk assets are the Mylnes Culvert, the Frome Valley relief sewer, the North Bristol relief sewer (due to be completed by Spring 2023) and the Northern Storm Water Interceptor. Wessex Water owns the Eastville Depot, used by the EA to operate the Northern Storm Water Interceptor.

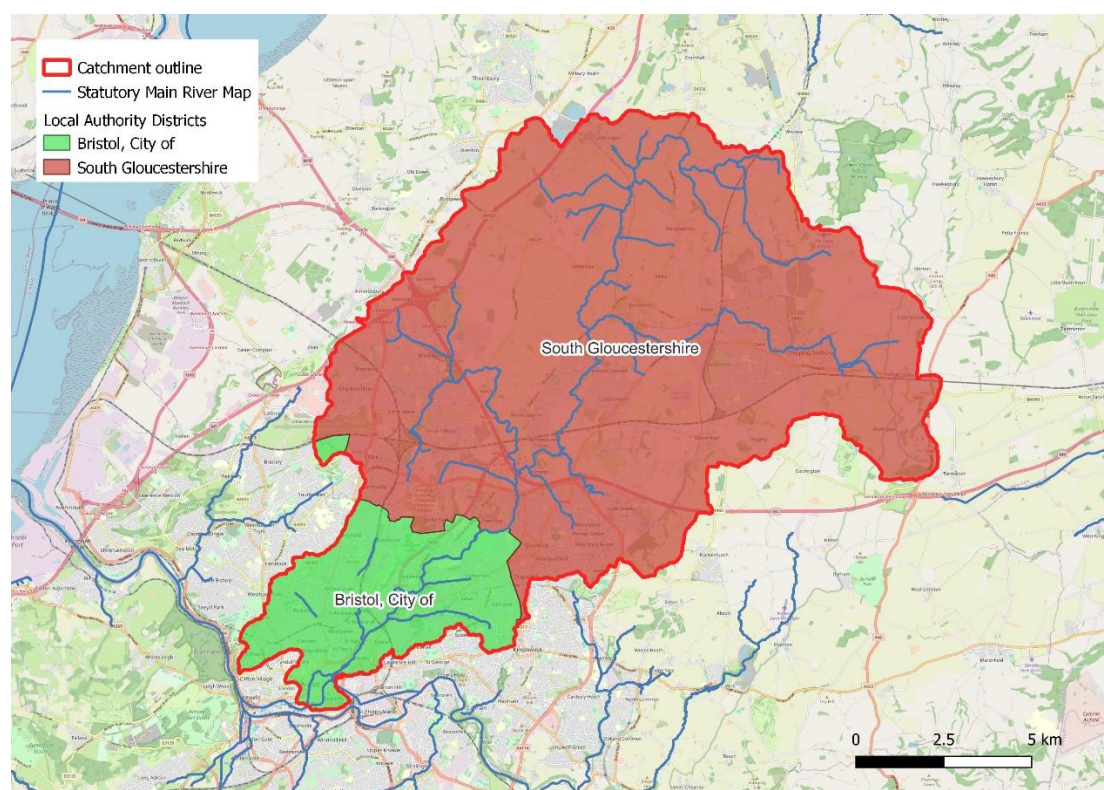


Figure 2 Frome catchment extent

The current arrangements result in significant detrimental impacts:

- Extensive fluvial, surface water and sewer flooding to properties (below).
- Diffuse pollution from farming and urbanisation results in a reduction in water quality.
- Urbanisation and flood defences result in significant morphological pressures on the watercourse (Section 2.2 and Appendix 2B2).

## Frome Catchment Innovation Programme

- Significantly constrained economic growth and delivery of new housing as a result of flood risk blocking development.

A catchment wide flood damage assessment undertaken for the Frome Catchment Investment Strategy has identified there are approximately 815 properties at risk of fluvial flooding in the 1% Annual Probability event. The estimated Annual Average Damage due to fluvial flooding of properties is approximately £5.9M/yr.

In the rural catchment (non-urbanised areas north of the M4) there are 183 properties identified exposed to greater than 150mm flood depths in the 3.3% Annual Probability surface water flood event (Risk of Flooding from Surface Water Map and National Receptor Database). The 3.3% Annual Probability flood depth crosses many local roads with a depth greater than 300mm. The approximate Annual Average Damage to properties due to surface water flooding in the rural catchment is £0.2M/yr.

In the urbanised areas within the catchment there are 335 properties at risk of surface water flooding and sewer flooding in the 3.3% Annual Probability surface water flood event identified in the baseline damage assessment for the SuDS workstream (Appendix 2C2). The estimated Annual Average Damage due to surface water flooding and sewer flooding in the urban catchment is approximately £4.7M/yr.

### 3.2 Summary description of the investment proposal

The programme comprises of six workstreams (WS) as shown in Figure 3: The Figure 3.

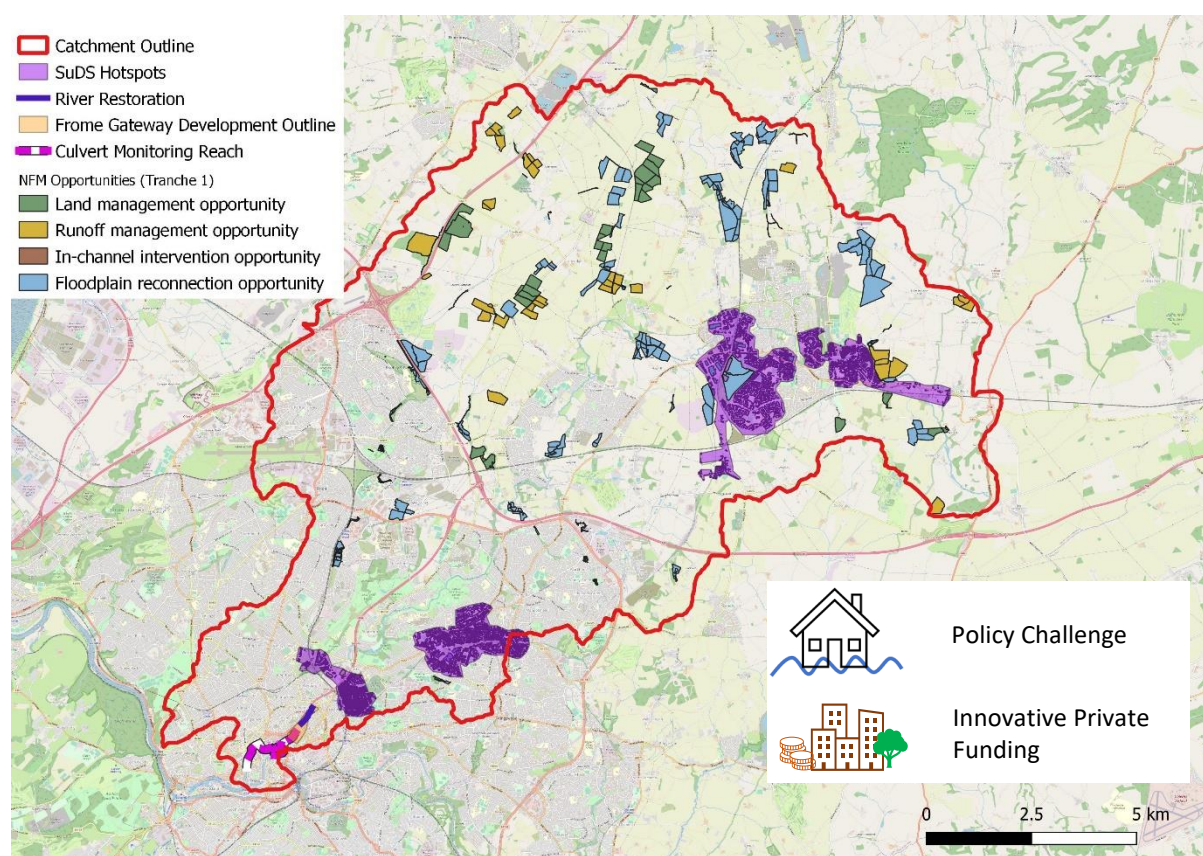


Figure 3: The investment proposal

Expanded descriptions of the investment proposals are presented in the workstream supporting Appendices (Appendices 2C1 to 2C6.2). In summary:

- WS1 – Natural flood management (NFM)



## Frome Catchment Innovation Programme

It is proposed to invest in NFM within the Frome catchment split in two tranches. Tranche 1 is the delivery of demonstrator sites using already mapped opportunities and existing relationships with land stakeholders to engage and enthuse further land stakeholders during the first two years of the programme. Tranche 2 would be a follow-on phase of delivery, building on the momentum and lessons learnt from the first tranche and incorporate more challenging floodplain restoration sites that have been screened out from tranche 1. The NFM techniques will be selected based on consultation with landowners. All proposals have been scoped to be within the capability of potential suppliers.

- WS2 – Sustainable Drainage Systems (SuDS)

Within the urban areas of the catchment, SGC, BCC and Wessex Water propose to pilot the installation of SuDS in a range of settings including around public buildings, car parks, streets and commercial sites, with the intent to engage, inspire and train other organisations to take action to reduce surface water flows and enhance biodiversity and amenities.

Following the OBC's optimisation, we propose to progress four "hotspots" in total, two in Bristol and two in South Gloucestershire and select a range of settings within the hotspots to give greater learning. Opportunity mapping tool SuDS Studio (software) has enabled us to identify 45 promising sites. This represents a first step towards achieving the river scale benefits of street level interventions, aligning with our macro benefits from micro interventions focus. SuDS Studio has identified the potential to retrofit 55,000m<sup>3</sup> storage within the catchment via SuDS retro fit translating to a potential £7.8M of fluvial flood damages avoided and £21M of surface water flood damages avoided.

Following the approval of the OBC we will engage with landowners and undertake more targeted site investigations and appraisal to select sites. The funding of maintenance and operation will be key considerations in the final selection of SuDS types and sites. We will work with contractors and suppliers to trial new proprietary products where appropriate.

- WS3 – River Restoration

The river restoration concept looks at using the river Frome corridor as the driver for high quality urban development. Optimising investment for river restoration with increased natural flood resilience as well as providing opportunities for human activity closer to the water and nature whilst improving community connectivity and wider active travel links, to unlock the site's potential. It is proposed to invest in improvements in the Frome Corridor through this location without undergoing major park designs and impacting on the proposed Frome Gateway development.

The river restoration will look at combining hard landscaped interventions at key locations at the interface between the park and river. The corridor will be naturalised at low water levels using rocks, coir rolls and willow revetments increasing sinuosity and encouraging a richer diversity for riparian vegetation, opportunities for fish and bird life to thrive.

Developers associated with the Frome Gateway site may in the future support expanding the proposal either via contributions to this project or as subsequent projects undertaken by or funded by developers.

- WS4 – Policy Challenge

Research is needed to understand how redevelopment of sites within areas at risk of flooding (Flood Zones 2 and 3) can be enabled in Bristol. To do this, research will be

## Frome Catchment Innovation Programme

undertaken to understand the process of developing sites in Flood Zones, and at which parts of this process developments are falling short. This research will also consider potential interventions that would enable developments to be approved in line with NPPF policy and guidance.

A Technical Steering Group will be setup comprising an inclusive group of representatives from both public bodies and privately funded trade groups. It is proposed that six initial case studies be investigated, and the findings will then inform further questions to be taken to stakeholder focus groups. The focus groups should focus on understanding how policy is used by case officers when determining applications, how regulatory bodies review cases and how it is interpreted by developers seeking to undertake regeneration projects. The primary output of this workstream is a report to Defra by June 2023. A final presentation of findings will also be prepared and presented at a suitable conference or seminar.

- WS5 – Innovative Private Funding

Innovative Private Funding will be used to drive private investment for the delivery of SuDS. By working with the local business community, the Partnership will demonstrate the benefits of SuDS and Nature Based Solutions (NBS) to their business. This will justify their investment in NBS to deliver benefits including;

- Reducing flood risk to their business;
- Improvements to work productivity due to associated mental and physical health benefits;
- Provide opportunities for up-skilling;
- Apprentices and training and attracting more visitors;
- Bringing retail and leisure spending; and,
- Attracting further investment.

The Partnership will build on an existing pilot study and experiences from other projects to deliver this workstream. A key output is the establishment of a collaborative marketplace and supporting products, to create a trading mechanism for innovative private funding into NBS. The marketplace will mature over time, well beyond the short five-year time frame of this programme. The outcomes and benefits of this workstream and trading through the marketplace will be long lasting and continue to be delivered post programme, offering an excellent investment opportunity.

- WS6.1 – Hydrometric monitoring of culverts

The proposed solution aims to introduce 21<sup>st</sup> century local hydrometric monitoring systems to improve the operation of the Floating Harbour and increase flood resilience. The hydrometric monitoring strategy is primarily focused on the city centre urban culverts. The proposal involves the installation of new telemetry and improving how data is managed and accessed.

- WS6.2 – Structural monitoring of culverts

The proposed solution aims to improve the structural monitoring of the Frome culverts within Bristol's city centre to improve asset management and hence increase flood resilience. It will include baseline surveys, creation of "Digital twin" (virtual 3D representation) of the culverts and idealised specification for repeat inspections.

### 3.3 Description of how the proposed solution was optimised

The proposed solution has been optimised in line with the Innovation Resilience Programme guidance. Unlike a Flood Defence Grant In Aid (FDGIA) business case a long list screening of options has not been undertaken, as the broad basis of the programme (workstreams that make up the selected option) was agreed via the successful 2021 Expression of Interest.

The processes used to optimise the six workstreams are presented in the workstream supplementary appendices (Appendices 2C1-2C6.2). A summary of the optimisation approach used for each of the workstreams is presented in Table 4. The CSF (Table 13) have been used to constrain the optimisation to valid outcomes, these are things that each of the workstreams must demonstrate.

The optimisation of value for money by the workstreams varies with NFM and SuDS more suited to quantified Cost-Benefit Analysis. Additional workstream CSFs (presented in the workstream supporting material in Appendices 2C1-2C6.2) have been used to define “Minimum Viable Products”, hence providing evidence for workstreams that the least cost means of achieving the desired outcome has been achieved where Cost-Benefit Analysis has not been practical.

As detailed in the workstream supplementary appendices (Appendices 2C1-2C6.2) a range of stakeholder and community engagement approaches have been used to optimise the workstreams. The NFM workstream is underpinned by considerable community and stakeholder engagement to date building on relationships developed by FWAG over recent years. This has helped to identify locally acceptable opportunities. The culvert hydrometric and structural monitoring, and policy challenge workstreams have been informed via targeted engagement with key stakeholders. For culvert monitoring, the principal stakeholders engaged were the EA’s Asset Performance, BCC’s Structures Team and EA’s Hydrometry & Telemetry. The Defra team and BCC’s development management team have been involved in shaping the Policy Challenge workstream methodology via works. For the Frome Gateway we have engaged with the Council’s project delivery and parks teams. The SuDS workstream has not undertaken pre-engagement with landowners, as with all workstreams further engagement will be undertaken post OBC. The Stakeholder Engagement Framework outlines the proposed engagement activities (Appendix 2A) including the post OBC preparation of workstream specific communication and engagement plans for each workstream.

In line with the Innovation Programme guidance, the delivery risk, carbon, environment, health & safety and equality, diversity & inclusion (EDI) have been considered when optimising the workstreams by identifying things to include or avoid. The approach used for optimising each workstream is summarised in Table 4.

## Frome Catchment Innovation Programme

Table 4: Summary of the optimisation approach used for each workstream

	WS1-NFM	WS2-SuDS	WS3- Restoration	WS4- Funding	WS5- policy	WS6- monitoring
Critical Success Factors	All workstreams have been assessed against the programme’s CSF. Additional workstream CSFs have been defined to restrict the optimisation to acceptable solutions.					
Engagement undertaken to inform proposals	Pre OBC, FWAG led community and stakeholder engagement  OBC phase limited to partnership members - EA, SGC, BCC & Wessex Water	Limited to partnership members - EA, SGC, BCC & Wessex Water	Frome Gateway team, parks team and various community engagement events for Frome Gateway	Pilot engagement with businesses	Defra, EA and Council officers	Public bodies undertaking monitoring
Value for money: Scale, phasing and balancing	Cost-Benefit Analysis: Screening of opportunities to select only opportunities that achieve robust BCR.		Cost-Effect Analysis: A “Minimum Viable Product” lowest cost means of achieving the relevant Investment Objectives for these workstreams has been identified based on the judgement of the workstream teams.			
Delivery risk	The workstream teams have been challenged throughout to minimise delivery risk within the proposal. Specifically in the areas of financing, maintenance responsibility, technology, delivery method and consents. The workstream teams have recorded their decision-making process to minimise delivery risk. A quantified risk register has been presented for the optimised programme to record residual risks.					
Carbon	Carbon has been appraised by the workstream team within the optimisation of the proposals to minimise carbon emissions and maximise carbon sequestration. The carbon reduction hierarchy and prompts within the ERIC Carbon Optimisation Report have been the basis of the reduction approach. The workstream teams have recorded their decision-making process to minimise carbon. A carbon costing for the proposal is presented in Section 3.5.					
Environment	Maximising environmental gain and minimising environmental damage has been appraised by the workstream teams within the optimisation of the proposals to avoid environmental detriment and maximise environmental enhancement. The workstream teams have recorded their decision-making process to maximise environmental outcomes.					
Health & Safety	Maximising H&S throughout the whole project lifecycle has been appraised by the workstream teams within the optimisation of the proposals to minimise hazards					

	and their probability of occurrence. The workstream teams have recorded their decision-making process to maximise H&S.
Equality, Diversity & Inclusion	Improving EDI outcomes has been appraised by the workstream teams within the optimisation of the proposals to avoid disadvantaging protected groups, equally distribute opportunities & benefits based on need and engage all sections of society. The workstream teams have recorded their decision-making process to maximise EDI. Supplemented by an Equality Impact Assessment (Appendix 6E).

### 3.4 Description of invest less and invest more

In line with the Resilience Innovation OBC guidance Do Less and Do More options have been explored. As per the guidance these options have been scoped with a +/- 20% cost.

An option on the Do Less and Do More for each workstream has been provided below. See the Appendices for full details for each of the six workstreams (Appendices 2C1-2C6.2).

#### 3.4.1 Invest less

This option would reduce the scale of investment by reducing the scope of works as follows:

- **WS1 NFM** – Only more cost-effective sites (sites with high benefit cost ratios) would be progressed.
- **WS2 SuDS** - Only more cost-effective sites (sites with high benefit cost ratios) would be progressed.
- **WS3 River restoration** - Dropping the inclusion of the board walk and viewing platform with seating.
- **WS4 Policy Challenge** - Reduction in the number of case studies reviewed as part of the research.
- **WS5 Innovative Private Funding** – Reduction in the number of businesses engaged with, resulting in fewer funders becoming involved in the private trading marketplace.
- **WS6.1 Hydrometric monitoring** - Not installing telemetry at Broad Weir.
- **WS6.2 Structural monitoring** – Not undertaking a 3D scan and only relying on CCTV 4k video footage obtained from drone surveys.

#### 3.4.2 Invest more

This option would increase the scale of investment by:

- **WS1 NFM** - Additional funding would be spent promoting NFM opportunities that are less cost effective. Hence sites with lower cost benefit ratios would be progressed.
- **WS2 SuDS** - Additional funding would be spent on SuDS that are less cost effective. Hence sites with lower cost benefit ratios would be progressed.
- **WS3 River restoration** - Renewing the multi-use basketball court at a lower elevation to create more flood storage.
- **WS4 Policy Challenge** - Targeted engagement would be undertaken with stakeholders engaged in the case studies to provide primary data to support the case study review.
- **WS5 Innovative Private Funding** - Hold more detailed conversations with potential funders allowing us to expand this workstream.
- **WS6.1 Hydrometric monitoring** - Supplementing the proposal to include upgrading/installing water level telemetry at Stonegate’s and Passage Street.



Frome Catchment Innovation Programme

- **WS6.2 Structural monitoring** - Visual inspection from touching distance of the lateral side culvert following dewatering or by utilising divers.

### 3.5 Investment costs

#### 3.5.1 Monetary

The estimated economic costs to deliver this proposed investment, Frome CIP are presented below. Refer to the workstream supporting appendices (2C1 to 2C6.2) for more details of the workstream costing.

The costs are assessed relative to a Business as Usual (BaU) baseline, therefore the cost of Business as Usual activities are excluded. For each workstream consistent periods have been used to estimate costs and benefits. SuDS and river restoration both use 40 year appraisal periods with NFM and culvert monitoring using 20 year periods due to the anticipated lifespans of the investments and recognition of no long term funding commitments being in place. The appraisal periods for the policy challenge and innovative funding workstreams and the monitoring, evaluation and dissemination have been limited to 2027 aligning with the available funding. Refer to the workstream supporting appendices (2C1 to 2C6.2) for more details of the costing.

Table 5: Summary of costs used for economic assessment

Workstream	Capital delivery cost £k	Annual cost over BaU £k	Whole Life Cost (Present Value) £k	Notes
Preparation of OBC (sunk)	388.0		388.0	Sunk cost based on FCERM7.
Preparation of FBCs	89.2		89.2	Based on estimate by potential supplier.
WS1 – NFM	585.1	2.56	641.9	Cost estimate by FWAG based on experience delivering similar works. Works that will be delivered by SGC contractors have been uplifted by 1.67 following a baseline exercise. Costs and benefits only reported over a 20 year period. Our working principle is that we will only install NFM where this places no maintenance commitment on the partner organisations. Hence, for NFM to be attractive, the maintenance cost to landowners/ volunteers must be offset by a benefit to that party. As Frome CIP will have no sight of the maintenance cost of NFM assets these costs are excluded from the costing. The repeating cost of farm advisor visits is the only future cost.
WS2 – SuDS	816.0	6.63	962.9	Cost estimate from SuDS Studio uplifted by 1.35 to account for client overheads, design, land access and surveys following baseline exercise.
WS3 – River Restoration	2,219.2	6.78	2,369.4	Cost estimate by Quantity Survey based on concept sketch. With the exception of the raised boardwalk, all maintenance is in line with the Business as Usual case. The boardwalk maintenance is based on 20 year lifespan for the timber structure (EA asset deterioration curves) with the assumption that the annual maintenance is a 20 <sup>th</sup> of the original construction value for the boardwalk.
WS4 – Policy Challenge	60.0	0	60.0	Cost estimate provided by potential supplier. Costs and benefits only reported until 2027.
WS5 – Innovative Funding	99.8	0	99.8	Cost estimate provided by potential supplier. Costs and benefits only reported until 2027.
WS6.1 – Hydrometric monitoring of culverts	167.2	3.76	167.2	Cost estimate by EA Hydrometry and Telemetry specialist based on framework rates and experience from similar sites. Costs and benefits only reported over 20 year period.
WS6.2 – Structural monitoring of culverts	92.3	1.00	102.0	Cost estimate provided by potential suppliers and incorporating learning from similar projects. Costs and benefits only reported over 20 year period.
Monitoring, evaluation and dissemination	25.0		25.0	Provisional sum – assumes Programme Manager undertakes most monitoring. Costs and benefits only reported until 2027.
Programme management	430.0		430.0	Assumes a fulltime Programme Manager is appointed at £500/day. Engagement will be led by the Programme Manager, with an allowance (we assume 90% of the Programme Manager’s time will be charged to the project) for additional support from the partners’ engagement teams. The workstreams also include allowances for workstream specific engagement e.g. engaging with landowners for NFM and SuDS, stakeholders for the policy challenge and businesses for the innovative funding.

Risk (50th percentile)	287.9		287.9	Using Monte Carlo Analysis –Appendix 3C.
Optimism bias (30%)	1,375.1	6.22	1,484.2	Based on EA guidance for OBCs.
<b>Proposed Investment</b>	<b>6,634.7</b>	<b>26.9</b>	<b>7,107.3</b>	

### 3.5.2 Carbon

A baseline assessment of the total carbon associated with the proposed investment is summarised in Table 6. The quantified baseline carbon assessment was preceded by a qualitative optimisation of carbon as summarised in Section 3.3. The quantified assessment provided a further opportunity to further optimise the proposed solution by highlighting large sources of carbon. As the Frome CIP progresses through FBC and subsequent delivery, the baseline carbon assessment can be refined and optimised to further reduce carbon emissions.

Table 6: Summary of baseline carbon assessment

Workstream	Total Carbon tCO2e	Notes
Preparation of OBC sunk	Not assessed	
WS1 – NFM	79.6	Works costed using 25% of FCRM programme average of 37tCO2e per £100k site works (9.25tCO2e per £100k). Allowance for mileage. Professional services based on staff carbon footprint (1.14tCO2e per Full Time Equivalent per year).
WS2 – SuDS	273	Works costed using FCRM programme average of 37tCO2e per £100k site works. Professional services based on staff carbon footprint (1.14tCO2e per Full Time Equivalent per year).
WS3 – River Restoration	1,761	Works costed using Carbon Calculator. Professional services based on staff carbon footprint (1.14tCO2e per Full Time Equivalent per year).
WS4 – Policy Challenge	1.69	Professional services based on staff carbon footprint (1.14tCO2e per Full Time Equivalent per year).
WS5 – Innovative Funding	0.82	Professional services based on staff carbon footprint (1.14tCO2e per Full Time Equivalent per year).
WS6 – Culvert monitoring	13.93	Professional services based on staff carbon footprint (1.14tCO2e per Full Time Equivalent per year). Allowance for mileage. Allowance for power consumption of electrical equipment.
Programme management	6.84	Professional services based on staff carbon footprint (1.14tCO2e per Full Time Equivalent per year).
<b>Proposed Investment</b>	<b>2,137</b>	

### 3.6 Investment benefits framework including learning and innovation

The learning, value at risk and value potential benefits are summarised in the following sections. The workstream supporting appendices (Appendices 2C1 to 2C6.2) expand on the benefits, how they have been valued and how changes will be captured.

#### 3.6.1 Learning benefits

Table 7: Benefits Framework: Learning Benefits

Ref	Benefits Category	Description	Approach to capturing change
1.1	Learning on cost	The cost associated with the delivery of each workstream and the deviation from our baseline costing.	See the Appendices for specific details on the approach for each of the six workstreams (Appendices 2C1 – 2C6.2).
1.2	Learning on benefits	The comparison of effectiveness, reliability and durability of actions against expectation will be assessed within each workstream.	The Monitoring, Evaluation and Dissemination Plan (Appendix 6D) also provides a programme-wide summary.
1.3	Learning on management and governance (project level)	Learning on the approaches and use of innovative techniques will be assessed within each workstream.	In the last year of the programme, we propose to publish a post programme review of the learning that has arisen from the programme. This will include any revised estimates of the benefits since FBC and actual outturn costs.
1.4	Learning on skills, tools (methods and mechanisms) and capacity needed to implement actions and combinations of actions	Issues arising during implementation and solutions/ work arounds will be assessed within each workstream.	The evidence and learning developed will be used to inform future approaches to, and investments in, flood and coastal erosion risk management.
1.5	Learning on management and governance (wider lessons learned)	Findings that can be shared with other projects and more widely disseminated outside the programme will be assessed within each workstream.	

### 3.6.2 Value at Risk

All value at risk benefits relate to flood damage avoided. The Flood Hazard Research Centre’s Multi-Coloured Handbook (MCH) has been used to estimate flood damages using the existing case as baseline. Each workstream uses a different approach to evaluate damages based on the nature of the investment and the available data. Please refer to the workstream supporting appendices (2C1 to 2C6.2) for details of how benefits were calculated.

The flood damage assessments use a maximum of a 40 year appraisal period although NFM (WS1), and culvert monitoring (WS6.1 and WS6.2) use 20 year appraisal periods in recognition of the anticipated lifespan of these investments. In all cases workstreams use consistent appraisal periods for benefits and costs. We have been careful to avoid double counting of benefit.

Note that the policy challenge and innovative funding workstreams (WS4 and WS5) are not expected to provide any flood reduction to existing development and therefore no value at risk benefit is claimed for these workstreams.

Table 8 Benefits Framework: Value at Risk Benefits

Ref	FCERM-AG AST Category	Sub-category	Description	Approach to capturing change
<b>Value at Risk</b>				
2.1	Economic	Residential property - direct	Reduction in economic flood damage to property	£603k Flood damage avoided, calculated using MCH. Refer to relevant workstreams for approach.
2.2		Commercial property – direct	Reduction in economic flood damage to non-residential properties.	£1,929k Flood Damage avoided. MCH methodology. Refer to relevant workstreams for approach.
2.3		Transport	Damage to roads and associate travel disruption. Investment would reduce probability of occurrence.	£196k Flood Damage avoided. MCH methodology. Refer to relevant workstreams for approach.
2.4		Residential temporary accommodation	Temporary housing for those made homeless by flooding. Investment would reduce probability of occurrence.	£146k Flood Damage avoided. MCH methodology. Refer to relevant workstreams for approach.
2.5		Emergency response	Reduction in providing immediate assistance such as emergency relief and search and rescue.	£414k Flood Damage avoided. MCH methodology. Refer to relevant workstreams for approach.

## Frome Catchment Innovation Programme

2.6		Commercial indirect	Increased costs to businesses to mitigate impact of flooding. Investment would reduce probability of occurrence	£91k Flood Damage avoided. MCH methodology. Refer to relevant workstreams for approach.
2.7		Vehicles	Damage to cars. Investment would reduce probability of occurrence.	£74k Flood Damage avoided. MCH methodology. Refer to relevant workstreams for approach.
2.8		Disruption to Boat users (recreational, commercial and house boats)	Loss of trust in reliable water levels in the harbour could decrease the popularity of the harbour with boat users. A water loss event occurred upstream in Bath in 2020 causing a significant loss of trust by boat users.	£175k. WS6, based on value of mooring fees, a 10%/yr probability of a loss of trust event leading to a 10% reduction in usage. Refer to relevant workstream for approach.
2.9	Social (individual and family)	Risk to life	Injuries or fatalities because of flooding. Investment would reduce probability of occurrence	£70k Flood Damage avoided. MCH methodology. Refer to relevant workstreams for approach.
2.10		Residential intangible	Loss of memorabilia and ill health because of flooding. Investment would reduce probability of occurrence.	£102k Flood Damage avoided. MCH methodology. Refer to relevant workstreams for approach.
2.11		Recreation	Loss in recreational value to non-boat users	£670k WS6, based on published value of tourism, assuming 1 low water level event avoided a year. Refer to relevant workstream for approach.
2.12		Mental health	Mental health impact because of flooding. Investment would reduce probability of occurrence.	£76k Flood Damage avoided MCH methodology Refer to relevant workstreams for approach.

### 3.6.3 Value Potential

The value potential benefits for this programme are economic, environmental and social. A range of approaches have been used to evaluate benefits including the Outcome Measure 4 (OM4) qualifying benefit rates from the Partnership Funding Calculator, output from SuDS

## Frome Catchment Innovation Programme

Studio, Department of Communities and Local Government’s guidance on Land Value Uplift and CIRIA BEST. Due to the breadth of benefits that the workstreams will deliver, only monetised benefits are reported in this summary. For details of the often-significant non-monetised benefits, please refer to the workstream supporting appendices (2C1 to 2C6.2) for details of these benefits.

The value potential benefits use a maximum of a 40-year appraisal period although NFM (WS1), and culvert monitoring (WS6.1 and WS6.2) use 20 year appraisal periods in recognition of the anticipated lifespan of these investments. In all cases workstreams use consistent appraisal periods for benefits and costs. We have been careful to avoid double counting of benefit.

Note that the innovative funding and culvert monitoring workstreams (WS5, WS6.1 and 6.2) are not expected to provide significant value potential benefits, therefore no monetised value potential benefits are reported for these workstreams.

Table 9 Benefits Framework: Value Potential

Ref	FCERM-AG AST Category	Sub-category	Description	Approach to capturing change
<b>Value Potential</b>				
3.1	Economic	Enabling Development	Land Value Uplift as a result of WS3 and WS4 making development sites more attractive (Frome Gateway) and removing barriers to development in flood prone areas (across city).	£1,884k Value added. WS3 Department for Communities & Local Government (DCLG) Land Value Uplift. WS4 DCLG Land Value Uplift. Refer to relevant workstreams for approach.
3.2	Environment	Biodiversity	Creation and restoration of new habitat types as part of WS1, WS2 and WS3	£749k Value added. WS1 OM4 qualifying benefit. WS2 SuDS Studio output. Refer to relevant workstreams for approach.
3.3		Air quality	WS1 and WS2 will increase vegetation which will help improve air quality with subsequent improvements to health.	£25k Value added. WS1 OM4 qualifying benefit. WS2 SuDS Studio output. Refer to relevant workstreams for approach.

3.4		Amenity	WS1, WS2 and WS3 will have a positive effect on the attractiveness and desirability of the River Frome Corridor. This in turn will improve the wellbeing of people that live, work in, or visit/play or pass through, the area.	£9,620k Value added. WS1 OM4 qualifying benefit. WS2 SuDS Studio output. WS3 CIRIA BEST - uplift to local house prices classified as "amenity" but will have biodiversity and other benefits. Refer to relevant workstreams for approach.
3.5		Building temperature	WS2 will provide shade and help regulate temperatures in urban areas.	£51k Value added. WS2 SuDS Studio output. Refer to relevant workstreams for approach.
3.6		Carbon Sequestration	WS1, WS2 and WS3 will include vegetation and wetlands that will help sequester carbon. WS2 will reduce the energy requirement to pump and treat waste water.	£937k Value added. WS1 OM4 qualifying benefit. WS2 SuDS Studio output. WS3 CIRIA BEST. Refer to relevant workstreams for approach.
3.7		Flows in Watercourse	The scheme is not expected to measurably alter seasonal flows in the watercourse. Via WS3 the condition of the channel morphology within the Frome Gateway area will be improved providing more diverse flow patterns including deeper water in low flow conditions via the formation of pools and riffles.	£284k Value added. WS1 OM4 qualifying benefit. WS3 CIRIA BEST. Refer to relevant workstreams for approach.
3.8		Water Quality	WS1 and WS2 will help improve the water quality in the channel by capturing pollutants at source and the purification of flows within bioretention	£959k Value added. WS1 OM4 qualifying benefit. WS2 SuDS Studio - not monetised. WS3 CIRIA BEST. Refer to



Frome Catchment Innovation Programme

			<p>areas. The WS3 restored channel will provide better habitat for fish, invertebrates and other species. It will provide good amenity value.</p>	<p>relevant workstreams for approach.</p>
3.9	Social (individual and family)	Education	<p>WS2 will locate SuDS in communities and in some instances near schools. WS3 Frome Gateway restoration is located in the nearest park to an urban primary school. It may lead to nature-based school outings. WS1 will improve the catchment more generally and provide an opportunity for learning about hydrology and ecology across the catchment.</p>	<p>£126k Value added. WS1 OM4 qualifying benefit. WS2 SuDS Studio output. WS3 CIRIA BEST. Refer to relevant workstreams for approach.</p>

### 3.7 Comparison of costs and benefits

Table 10 summarises the economic appraisal for the proposed investment. As the programme wide benefit cost ratio (BCR) exceeds unity (with and without local growth benefits), it shows that the investment represents good value for money. As the BCR exceeds unity for each workstream the summary also shows how each workstream represents good value for money.

Table 10: Economic appraisal (quantitative, monetised).

Workstream	Present Value Costs PVc £k	Present Value benefits excluding local benefits PVbe £k	Present Value benefits including local benefits PVbi £k	Benefit Cost Ratio excluding local benefits BeCR,	Benefit Cost Ratio including local benefits BiCR
Preparation of OBC (FCERM7 approved £478k)	388.0	NA	NA	NA	NA
Preparation of FBCs	89.2	NA	NA	NA	NA
WS1 – NFM	641.9	3,572.5	3,572.5	5.57	5.6
WS2 – SuDS	962.9	1,909.4	1,909.4	1.98	2.0
WS3 – River Restoration	2,369.4	3,346.0	10,738.2	1.41	4.5
WS4 – Policy Challenge	60.0	-	1,519.7	-	25.3
WS5 – Innovative Funding	99.8	NA	NA	NA	NA
WS6.1 – Hydrometric monitoring of culverts	167.2	845.3	845.3	5.06	5.1
WS6.2 – Structural monitoring of culverts	102.0	564.0	564.0	5.53	5.5
Monitoring, evaluation and dissemination	25.0	NA	NA	NA	NA
Programme management	430.0	NA	NA	NA	NA
Risk	287.9	NA	NA	NA	NA
Optimism bias	1,484.2	NA	NA	NA	NA
<b>Proposal</b>	<b>7,107.3</b>	<b>10,237.3</b>	<b>19,149.1</b>	<b>1.4</b>	<b>2.7</b>

### 3.8 Sensitivity of the benefits to the level of investment

In compliance with the FCRIP guidance do more and do less scenarios are presented at the bottom of this section that consider approximately 20% less and 20% more investments.

Each workstream has been subjected to a robust optimisation process to identify an optimal combination of actions. Further details are available within the supporting appendices for the workstreams (2C1 to 2C6.2).

- WS1, NFM – using a monetised Cost Benefit Analysis (CBA), only NFM opportunities with a BCR greater than 1.5 (prior to inclusion of risk, optimism bias and programme overheads) have been selected. This approach effectively ensures an incremental BCR greater than unity.
- WS2, SuDS – the top four hotspots were identified, using a monetised CBA for aggregated costs and benefits for whole hotspots; each selected hotspot having a BCR greater than unity. Within the top four hotspots a further optimisation of the sites was then undertaken by narrowing the selection of potential sites to those that achieve both above average multiple benefits per pound invested and SuDS volume per pound invested. This approach has allowed us to identify good SuDS opportunities in the hotspots that are most beneficial.
- WS3 to WS6 – a monetised CBA has not been undertaken for these workstreams. We have used workstream Critical Success Factors to develop a least cost Minimum Viable Product for each workstream, therefore providing evidence of good value.

The +/- 20% do less and do more scenarios presented below cover the Present Value Cost (PVC) of all workstreams and excludes the relatively fixed costs associated with the preparation of the FBCs, monitoring, evaluation and dissemination and programme management. The Risk and Optimism Bias are assumed to scale proportionately with the +/- 20% change. As an alternative to a 20% cut across all the workstreams, we would consider significantly cutting back or dropping one of the workstreams to achieve a 20% saving. The decision on whether to cut back one workstream would be made collectively by the partnership based on all available information at the time.

Table 11: Do Less

Options	PVC £K
As summarised in Section 3.4.1 and detailed in the workstream supplementary appendices (Appendices 2C1 – 2C6.2)	5,484.3
<b>Description of the reduction in benefits</b>	
As detailed in the workstream supplementary appendices (Appendices 2C1-2C6.2). The programme-wide reduction of all the workstreams is anticipated to have a negative impact on value for money, although we still anticipate a BCR > 1. The reduced value for money would primarily be due to the loss of economy of scale, driving up the costs for the more limited sites we progress. We anticipate that it would not be feasible to scale down programme overheads such as the preparation of the OBC, FBCs and Programme Management to the same extent.	

Table 12: Do More

Options	PVc £k
As summarised in Section 3.4.2 and detailed in the workstream supplementary appendices (Appendices 2C1-2C6.2)	7,954.4
Description of the increase in benefits	
As detailed in the workstream supplementary appendices (Appendices 2C1-2C6.2). The programme-wide scaling up of all the workstreams is anticipated to have a neutral impact on value for money. We believe that diminishing returns from the requirement to select more marginal sites and include more marginal activities would be offset by a greater economy of scale allowing additional investment to sustain a strong Incremental Benefit Cost Ratio.	

### 3.9 Critical Success Factors

The Critical Success Factors (CSF) are the outcomes that are crucial (not desirable) to the successful delivery of the investment. The CSF in Table 13 have been used when optimising all workstreams to define the solution. Additional workstream specific CSF that are crucial at a workstream level have also been used to supplement the programme wide CSF to help focus the workstream optimisation. Refer to the workstream supporting appendices (Appendices 2C1-2C6.2) for further information.

Table 13: Critical Success Factors (CSF)

Ref	CSF	Measurement criteria
1	Strategic fit and business needs	<ul style="list-style-type: none"> <li>- Must support the delivery of the Investment Objectives (Section 2.3).</li> <li>- Must provide holistic fit and synergies with other relevant strategies and programmes (Section 2.1).</li> </ul>
2	Value for Money	<ul style="list-style-type: none"> <li>- Benefits must exceed the costs (monetised whole life present value).</li> <li>- Investment must improve flood resilience.</li> </ul>
3	Supplier capacity and capability	<ul style="list-style-type: none"> <li>- Within the ability of potential suppliers to deliver the required services.</li> <li>- The project is likely to be commercially attractive to potential suppliers.</li> </ul>
4	Affordable	<ul style="list-style-type: none"> <li>- Balanced spend and funding profiles with evidence that funding is (or can be) secured.</li> <li>- Robust contingency arrangements, including clear ownership of responsibility for funding shortfalls.</li> </ul>
5	Achievable	<ul style="list-style-type: none"> <li>- Appropriate governance, management, risk management and resources can be put in place to deliver the project.</li> </ul>

## 4 Commercial Case

### 4.1 Summary of procurement strategy and timescales

The general procurement strategy will be a staged process as follows:

1. Identify most suitable partner lead.
2. Identify suitable existing frameworks / contracts available to the lead partner.
3. Procure using pre-defined arrangements.
4. Where no suitable existing frameworks / contracts are available, lead partner to procure bespoke solution based on relevant procurement regulations and organisation’s rules.

Steps 1 and 2 have largely been completed at this stage. Figure 4 shows the most suitable lead partner identified for each work stream of the programme along with the proposed route(s) to market (see Appendix 4A for a larger version of this graphic).

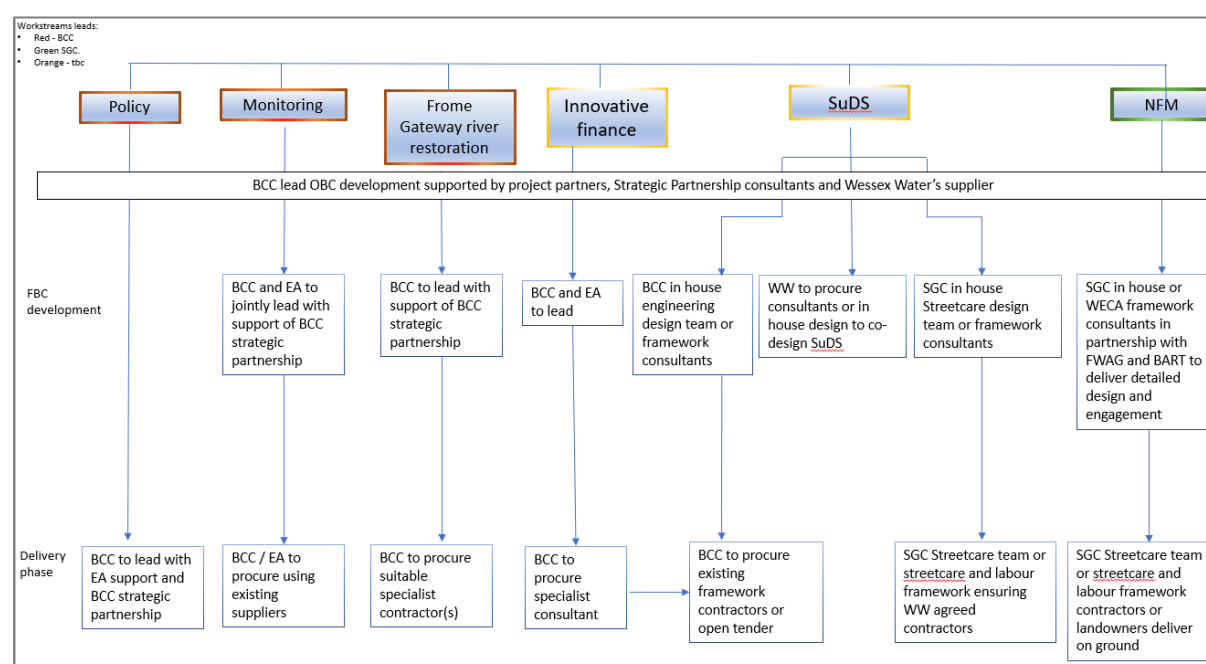


Figure 4: Proposed lead partner and route to market for each workstream

The procurement strategy ensures value for money by utilising existing arrangements that have demonstrated value for money through the competitive bidding process. Where new contracts are to be procured, value for money will be ensured by applying a suitable quality-price ratio in the tender evaluation criteria.

Supplier engagement has informed the procurement approach in several ways, in particular:

- Through engagement with the “wider partnership” (see management case) to identify proven efficient routes to delivery of natural flood management measures.
- By obtaining EA technical specialists’ advice to identify existing supply chains in place to efficiently deliver hydrometry and telemetry solutions.
- By utilising Bristol City Council’s strategic partnership open dialogue arrangements to identify future resource requirements and innovation potential.

Social value is embedded within Bristol City Council’s corporate values and it is a requirement of all contracts to meet minimum requirements in this regard. The Strategic Partnership arrangements include a social value plan, which is based on local suppliers,

## Frome Catchment Innovation Programme

apprenticeships, paid work placements, school age skills programme, diversity, and a focus on priority post codes. As lead partner, Bristol City Council will take responsibility for ensuring social value is also embedded within other contracts that are utilised through the programme.

An example of social value benefits already delivered during the OBC development is a work placement offered to a young person from a Bristol priority postcode to work on the project. The person has now secured a permanent position with consultant Mott MacDonald.

Our full procurement strategy is included in Appendix 4A.

### 4.2 Contractual terms and risk allocation

Forms of contract that are anticipated to be used in delivering the programme are as shown below.

*Table 14: Summary of anticipated forms of contract and the relevant workstreams*

<b>Contract</b>	<b>Form</b>	<b>Potential links to work stream(s)</b>
BCC Strategic Partnership Initiative	Crown Commercial Service – Management Consultancy Framework (bespoke terms)	Policy, SuDS, river restoration, monitoring
BCC highways framework	NEC4 Engineering Construction Contract (ECC)	SuDS, culvert monitoring
BCC open tenders	NEC4 preferred	Innovative funding
SGC WECA framework	NEC4 Professional Services Contract (PSC) or NEC4 Professional Services Short Contract (PSSC)	SuDS, NFM
SGC Streetcare labour framework	SGC Framework Agreement (bespoke SGC terms)	SuDS, NFM
SGC others	ESPO Framework 664 Consultancy Services Framework (bespoke ESPO terms)	SuDS, NFM
Wessex Water design framework	NEC3 Engineering Construction Contract (ECC) Option C	SuDS
Wessex Water reactive design framework	NEC3 Engineering Construction Contract (ECC) Option A or Option E	SuDS

## Frome Catchment Innovation Programme

Wessex Water minor civils framework	NEC3 Engineering Construction Contract (ECC) Option A or NEC3 Engineering Construction Short Contract (EC Short) or Supply of Goods and Services (SOGAS) <£20k	SuDS
Wessex Water modelling framework	NEC3 Professional Services Contract (PSC) Option A or Option E	SuDS, NFM
Wessex Water internal design	Cost reimbursement	SuDS
Wessex Water internal modelling	Cost reimbursement	SuDS, NFM

Risks will be managed at an individual project level during delivery through a risk register to be owned jointly by the client and supplier(s). At a programme level, risks will be managed through the governance arrangements as set out in the management case.

To manage risks post-delivery, it will be important to identify the risks during the delivery stage. A key risk identified at this stage for example is ongoing maintenance of assets created during the delivery stage. This will be managed through engagement with relevant organisations and teams within the partnership to ensure post-delivery risks are understood with mitigation in place to manage those risks.

### 4.3 Innovation and commercial issues

Inherent project risks due to the innovative nature of the project will be minimised through the procurement strategy that uses a blended approach of established, multi-disciplinary consultants and civils contractors, together with not-for-profit organisations who have practical experience of implementing innovative solutions. Our engagement with this broad range of suppliers has shown that there is a market to deliver the types of intervention we propose in several ways.

To ensure innovation is at the heart of the programme, it is proposed to utilise Bristol City Council's Innovation Board. This board is set up to get the best out of suppliers. The board takes "problem statements" from the council and draws on its broad range of experience from three major multi-disciplinary consultants to offer innovative solutions. The board is part of the commitment from the Strategic Partnership to encourage innovation and comes at no cost to individual projects.

The strategic partner has also committed to a research paper, funded by its own research and development budget, to learn from the projects delivered within the programme. The paper will be the intellectual property of the partnership and offered freely to wider stakeholders to ensure public availability and the ability to replicate learning across the industry.

Arrangements regarding Intellectual property rights are addressed in the partnership collaboration agreement. It sets out that Partners shall own the Foreground Rights jointly and in equal shares. It also states that Foreground Rights may be used for subsequent

## Frome Catchment Innovation Programme

projects, subject to the written agreement of the relevant Partners, and agreement shall not be unreasonably withheld or delayed. This approach will ensure public availability and use of the learning, evidence, and project outputs.

Contractual arrangements regarding intellectual property will be dealt with on a contract specific basis. Generally speaking, local authority contracts include a clause to transfer intellectual property to the client. In the case of NEC professional services contracts, this can be ensured by applying option X9. In the case of other contract forms, intellectual property rights will be addressed to ensure intellectual property can be made publicly available.



## 5 Financial Case

### 5.1 Summary of Project Cost and Whole Life Cost

A breakdown of the project cost is presented in Table 15. Further details of the derivation of costs for each workstream are presented in Appendix 2C1 to 2C6.2. Aligning with the guidance, optimism bias and a risk contingency (50<sup>th</sup> percentile) are also included in the costing.

In the delivery phase the costing includes the preparation of the OBC and subsequent workstream FBCs, construction, consult support, supervision and land compensation. Monitoring, learning and evaluation costs are also included.

Engagement will be led by the Programme Manager, with an allowance (we assume 90% of the Programme Manager’s time will be charged to the project) for additional support from the partners’ engagement teams. The workstreams also include allowances for workstream specific engagement e.g. engaging with landowners for NFM and SuDS, stakeholders for the policy challenge and businesses for the innovative funding.

Table 15: Project Cost (not discounted)

Cost heading	Cash Cost (£k)
<b>Costs up to OBC</b>	
Costs up to OBC	388.0
Sub-Total (A)	388.0
<b>Full-Business Case Development Cost</b>	
Staff and external consultant costs	89.2
Design, site investigation and survey	587.5
Programme Manager (also leading engagement)	107.5
Staff and external consultant costs	235.2
Sub-total (B)	1,019.4
<b>Construction, supervision and delivery costs of resilience actions</b>	
Construction/delivery	2,847.0
Consultant/delivery	376.1
Supervision	143.7
Land purchase and compensation	30.2
Payment to operating body	55.3
Programme Manager (also leading engagement)	215.0
Optimism bias (30%)	1,100.2
Contingency/risk allowance (50th percentile)	287.9
Sub-total (C)	5,055.4
<b>Monitoring, learning, evaluation and dissemination</b>	
Monitoring, evaluation and dissemination - external and expenses	25.0
Programme Manager	107.5
Contingency/risk allowance (30% optimism bias)	39.8
Sub-total (D)	172.3
<b>Inflation</b>	
Inflation allowance	559.0
Sub-total (E)	559.0
<b>Total Project Value</b>	
<b>Total Project Value for approval (A+B+C+D+E)</b>	<b>7,194.9</b>

## Frome Catchment Innovation Programme

Table 16 presents the whole life cost of the project. As the Business as Usual case has been used as the appraisal baseline, only operation and maintenance costs additional to those currently incurred are reported (refer to Section 5.5 on future funding and financing for further details).

Table 16: Whole Life Cost (not discounted)

Cost heading	Cash Cost (£k)
Total Project Value from table above (F)	7,194.9
<b>Post-project cost</b>	
Future operation, monitoring and maintenance costs	653.3
Future capital replacement costs	0.0
Optimism bias for future costs	196.0
Sub-total (G)	849.3
<b>Total Whole-Life Cost</b>	
<b>Total Whole-Life Cost (F+G)</b>	<b>8,044.3</b>

## 5.2 Financial risks and optimism bias

The management of risk and the setting of appropriate contingencies has been undertaken at a programme level. The financial risks and optimism bias have been assessed in line with guidance issued to the Frome CIP project teams on 29/11/21 by Defra/EA.

- Quantified risk register using The Small Projects Risk Tool (Environment Agency, 2021) (Appendix 3C). The economic and financial case both utilise the 50<sup>th</sup> percentile costing. We have adopted the 50<sup>th</sup> percentile as the Frome CIP has a high adaptive capacity as outlined in our contingency plans in Section 6.10.
- A 30% optimism bias has been applied to all costs in line with EA guidance on optimism bias for OBCs.

Risk management workshops have been used throughout the preparation of the OBC and will continue to be used during the project delivery phase to identify and manage risks. The risk management workshops have been used to populate the risk register (Appendix 3C).

### 5.3 Funding sources and contributions

A summary of funding sources is presented below. We recognise that some funding is unsecured. As identified in our contingency plans in Section 6.10, the workstream nature of this proposed investment, Frome CIP, gives us flexibility to adjust the investment to match the available funding. To avoid jeopardising relationships we have not engaged with key land stakeholders, farmers, landowners, developers, businesses etc. to discuss specific opportunities in advance of the OBC being approved. Following OBC approval we will engage with the key land stakeholders and identify specific sites and opportunities and scope potential sources of additional funding.

Table 17: Funding sources and contributions

Source of funding	£k	Comments
Resilience Fund Allocation	6,519.6	£6,000k secured via EoI. We have an adaptive plan in place if the additional funding is not secured – Section 6.10.
SGC Climate Emergency Fund	200.0	SGC Climate Emergency Funding - £200k secured. This will be split between the NFM and SuDS workstreams. The funding has few constraints beyond increasing resilience and flood/biodiversity gain.
Innovative private funding - conservative estimate (target £200k)	125.0	Unsecured. We have an adaptive plan in place if this funding is not secured – Section 6.10
Wessex Water	100.0	Unsecured. We have an adaptive plan in place if this funding is not secured – Section 6.10
Frome Gateway income generation - potential	250.0	Unsecured. We have an adaptive plan in place if this funding is not secured – Section 6.10
Maintenance of NFM assets by landowners	In kind. Reported as £0 (zero)	Our working principle is that we will only install NFM where this places no maintenance commitment on the partner organisations. Hence, for NFM to be attractive the maintenance cost to landowners/ volunteers must be offset by a benefit to that party.
Maintenance of SuDS assets by landowners, local business or adoption by Wessex Water	In kind. Reported as £0 (zero)	Our working principle is that we will only install SuDS where this places no unfunded maintenance commitment on the partner organisations. Hence, for SuDS to be attractive the maintenance cost to landowners or businesses must be offset by a benefit to that party.

Frome Catchment Innovation Programme

Source of funding	£k	Comments
Wessex Water	In kind. Reported as £0 (zero)	The programme was able to piggyback Wessex Water's commissions to undertake opportunity mapping using NFM Studio and SuDS Studio. This gave us an economy of scale. Estimated to be a £40k saving.
<b>Total funding</b>	<b>7,194.6</b>	

Frome Catchment Innovation Programme

5.4 Expenditure and Funding Profile (2021-2027)

Table 18: Expenditure Profile (2021-2027)

Costs per year (£k)	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total (£k)
OBC preparation	338.0	50.0					388.0
Full-Business Case Development Cost		29.6	29.7	19.8	10.0		89.2
WS1 – NFM			195.0	195.0	195.0		585.1
WS2 – SuDS			272.0	272.0	272.0		816.0
WS3 – River Restoration					1,109.6	1,109.6	2,219.2
WS4 – Policy Challenge		57.0	3.0				60.0
WS5 – Innovative Funding			39.9	29.9	29.9		99.8
WS6.1 – Hydro’ culvert monitoring		12.0	155.2				167.2
WS6.2 – Structural culvert monitoring		46.1	46.1				92.3
Monitoring, evaluation and dissemination		7.5	5.0	2.5	2.5	7.5	25.0
Programme Manager (also leading engagement)		86.0	86.0	86.0	86.0	86.0	430.0
Risk and optimism		332.6	332.6	332.6	332.6	332.6	1,663.0
Inflation *		15.5	59.0	72.1	211.5	201.8	559.9
<b>Total</b>	<b>338.0</b>	<b>636.3</b>	<b>1,223.5</b>	<b>1,010.0</b>	<b>2,249.2</b>	<b>1,737.5</b>	<b>7,194.6</b>

\* Inflation assumes 2.5%

## Frome Catchment Innovation Programme

Table 19 Funding Profile £k (2021-2027)

Funding per year (£k)	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Total (£k)
Resilience Fund Allocation	338.0	636.3	998.5	910.0	2,149.2	1,487.5	6,519.6
SGC Climate Emergency Fund			200.0				200.0
Innovative private funding - conservative estimate (target £200k)			25.0	50.0	50.0		125.0
Wessex Water				50.0	50.0		100.0
Frome Gateway contributions and income generation - potential						250.0	250.0
<b>Total</b>	<b>338.0</b>	<b>636.3</b>	<b>1,223.5</b>	<b>1,010.0</b>	<b>2,249.2</b>	<b>1,737.5</b>	<b>7,194.6</b>

### 5.5 Future funding and financing

After 2027, the programme will require significant ongoing investment (over the existing Business as Usual) to continue to achieve the cited benefits. In recognition of the difficulty organisations have committing to long term funding we have limited the appraisal period to a maximum of 40 years, with NFM (WS1) and Culvert Monitoring (WS6) limited to 20 years, and the Policy Challenge (WS4) and Innovative Funding (WS5) being limited to the duration of the Frome CIP capital delivery programme. The funding of maintenance post 2027 is summarised below.

Table 20: Summary of future funding requirements.

Activity	Annual cost to Partners over BaU baseline (£k/Yr)	Proposed financing
WS1 NFM assets	No increase over existing	Our working principle is that we will only install NFM where this places no unfunded maintenance commitment on the partner organisations. Building on FWAG's experiences working in the catchment, it is our intention that landowners/volunteers will maintain NFM. This requires costs to be offset against benefits to the maintaining party be that capturing topsoil on the farm, improving shelter for livestock, improving the landscape around businesses or via access to external environment funding/subsidies.
WS1 NFM farm advisor visits	2.56	To be effective farm advice visits will need to be repeated at approximately 5 yearly intervals. If these do not occur, then the

Frome Catchment Innovation Programme

Activity	Annual cost to Partners over BaU baseline (£k/Yr)	Proposed financing
		benefits of the farm advice visits will be lost. We propose that the evidence collected by this workstream will give us the evidence we need to apply for and secure funding to keep on doing farm visits. Catchment Sensitive Farming is expanding into the Frome Catchment so this could provide a potential source of funding for this activity. The funding source for follow up visits has not been identified. If this activity ceases it will have no impact on other workstreams.
WS2 SuDS	No increase over existing	<p>Our post OBC site selection for SuDS will prioritise the selection of SuDS opportunities where robust future operation and maintenance arrangements can be put in place with minimal or no financial commitments from the partners. The OBC optimisation has identified approximately 45 “good” sites, with our proposal to progress around 4 to 8 of the sites. This will allow us to be selective in the sites we chose post OBC, with future maintenance being a key part of this decision. Our primary preference is for the site owner to take on full responsibility for SuDS assets.</p> <p>As another option, Wessex Water will consider the adoption of SuDS that fall under the Sewerage Sector Guidance provided the SuDS comply with the required design standards.</p> <p>If we cannot put in place suitable funding arrangements for operation and maintenance, we will not install SuDS. Any cost saving will be diverted to other workstreams where there is evidence that good value for money can be achieved with the additional budget.</p>
WS3 Maintenance of left bank	No increase over existing	The left bank will not be altered by the investment (improved access and creation of 2 stage channel should serve to reduce maintenance costs). Maintenance will continue to be funded by riparian owners as per existing well established maintenance responsibilities.
WS3 Maintenance of channel	No increase over existing	Inspection and minor maintenance activities (e.g. debris clearance) by EA in line with the EA’s existing main river responsibilities. This would be funded via the EA’s existing funding arrangements.
WS3 Maintenance of right bank and park	No increase over existing	The maintenance of the right bank will reduce the maintenance responsibility for BCC as the right bank riparian owner. There will be a switch from infrequent high value capital maintenance of the retaining wall to more frequent low value maintenance. The day-to-day maintenance within the park is largely unchanged and will continue to be funded by BCC’s parks team. The footpaths and cycleway will continue to be funded by the council’s existing arrangements.
WS3 Raised boardwalk structure	6.7	<p>We are exploring several approaches to fund the long-term maintenance of the boardwalk structure but currently have no secured long term funding arrangements in place. Potential funding arrangements include:</p> <ul style="list-style-type: none"> <li>- Securing a long-term commitment from a developer at the Frome Gateway to maintain the boardwalk either by a financial contribution to enable BCC to maintain, or via the developer entering into an agreement to maintain the structure on BCC’s behalf. Developers may be motivated to fund this activity due to improved access to the Frome Gateway, amenity value for users of the development and placemaking that it would provide (all combining to increase the value that developers could extract from the Frome Gateway site).</li> </ul>

## Frome Catchment Innovation Programme

Activity	Annual cost to Partners over BaU baseline (£k/Yr)	Proposed financing
		<ul style="list-style-type: none"> <li>- We have the potential to generate revenue from the boardwalk via the creation of kiosks etc. This would be dependent on the Frome Gateway development.</li> <li>- If funding of the maintenance cannot be secured, then we will remove the boardwalk from the proposal. Savings would be redirected to another part of the programme where there is evidence that good value for money can be achieved with the additional funding.</li> </ul>
WS4 Policy Challenge	No increase over existing	This investment will result in no future funding commitment. Any subsequent investment would be subject to a separate approval.
WS5 Innovative Private Funding	No increase over existing	The continuation of this revenue workstream beyond 2027 is subject to the workstream successfully generating enough funding to allow it to become self-sustaining. If it fails to deliver a good rate of return it would be stopped.
WS6.1 Wade Street, Broad Weir and Netham Locks Flow Monitoring Sites	3.8	The economic analysis identified that using the EA's existing hydrometric IT infrastructure was best value, but a requirement of using the EA's IT is that long term funding is confirmed. As part of the capital delivery, BCC will pay an agreed commuted sum to the EA for the long-term operation of the sites. This cost is already included in the capital delivery of the workstream.
WS6.1 Data management system	No increase over existing	Included in the above commuted sums
WS6.2 Structural monitoring of culverts	No increase over existing	<p>The EA and BCC will continue to undertake surveys in line with their riparian owner duties using existing funding arrangements. It is anticipated that the evidence created by this workstream would help secure funding for General and Principal Inspections.</p> <p>The online digital twin would be maintained by BCC and funded from the flood risk management team's existing revenue funding in recognition that they system enables the team to be more efficient and deliver cost savings elsewhere in its BaU activities.</p>



## 6 Management Case

### 6.1 Governance and partnership arrangements

The partnership arrangements proposed for delivery build on the established and successful River Frome Reconnected (RFR) Partnership (see Appendix 6A). RFR is a voluntary partnership of organisations, working collaboratively to provide a strategic and joined-up approach to facilitate the delivery of improvements and multiple benefits to the Bristol Frome Catchment. This collaborative approach has been adopted to enable the partnership to work within a flexible structure and respond to opportunities as they arise. The RFR is supported by the Bristol Avon Catchment Partnership (BACP) who offer strategic guidance. Core funding partners include the BACP, BCC, EA, SGC, and Wessex Water.

The relationship with the wider community includes a ‘wider Partnership’, which is informal and open to organisations who wish to be engaged in a more joined-up approach to the delivery of improvements and multiple-benefit projects on the Bristol Frome Catchment. Such organisations could be involved in individual projects as delivery agents or more generally, as interested parties. The RFR aims to support Local Nature Partnerships and other relevant partnerships.

The partnership is managed by agreed terms of reference. Figure 5 is taken from those terms illustrating the relationship with wider stakeholders and the wider community. The Frome Forum included in Figure 5 is a community of individuals and local groups and organisations and aims to work with local communities to share information and enable joined up action on the ground. This forum will assist engagement and public participation throughout the Innovation programme.

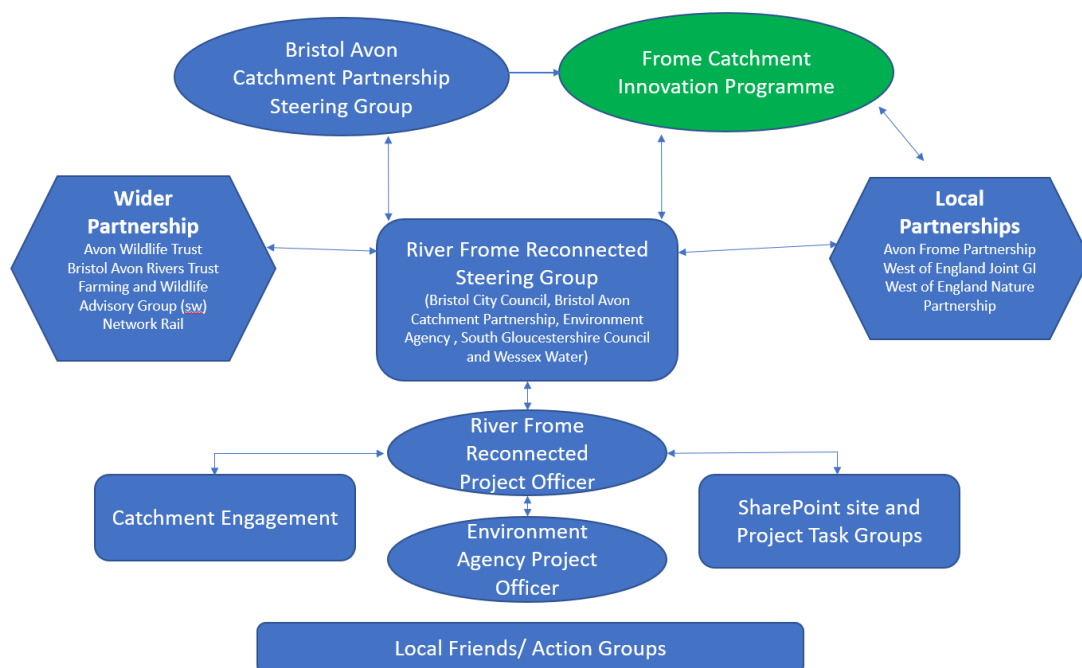


Figure 5: The Partnership's relationship with wider stakeholders and the wider community

A collaboration agreement specific to the innovation programme has also been developed as a more formal agreement to the RFR terms of reference. This agreement ensures transparency, sets out expectations of the partners and addresses issues of legality,

## From Catchment Innovation Programme

intellectual property, liability, and financial arrangements. The draft agreement is included in Appendix 6A.

Commitment of each organisation's leadership team is integral to the success of the partnership and is described further in role and responsibilities in section 6.2. The proposed governance arrangements mean ultimate responsibility for addressing risk and uncertainty including change management sits with a Director's board. This group includes representation from each organisation at a director level, providing adequate financial schemes of delegation to be able to swiftly resolve risks that may materialise into issues.

The varied corporate objectives, values and behaviours of each organisation together with proposed governance arrangements mean that the proposed resilience outcomes will be delivered in such a way as to ensure multiple benefits and enhanced learning opportunities. One such example to illustrate the potential is Wessex Water's focus on reducing CSO spills; by retrofitting SuDS in a way to contribute towards that objective, it may also contribute towards the ecological emergencies declared by the council partners, help deliver WFD objectives and provide a learning opportunity to evaluate the impact of large-scale retrofitting SuDS on CSO spills.

### 6.2 Project management, roles and responsibilities

The innovation programme will be managed by a central project decision making hierarchy, complemented by each partner's organisational project management and decision-making process. A summary of the proposed central programme management structure is presented below.

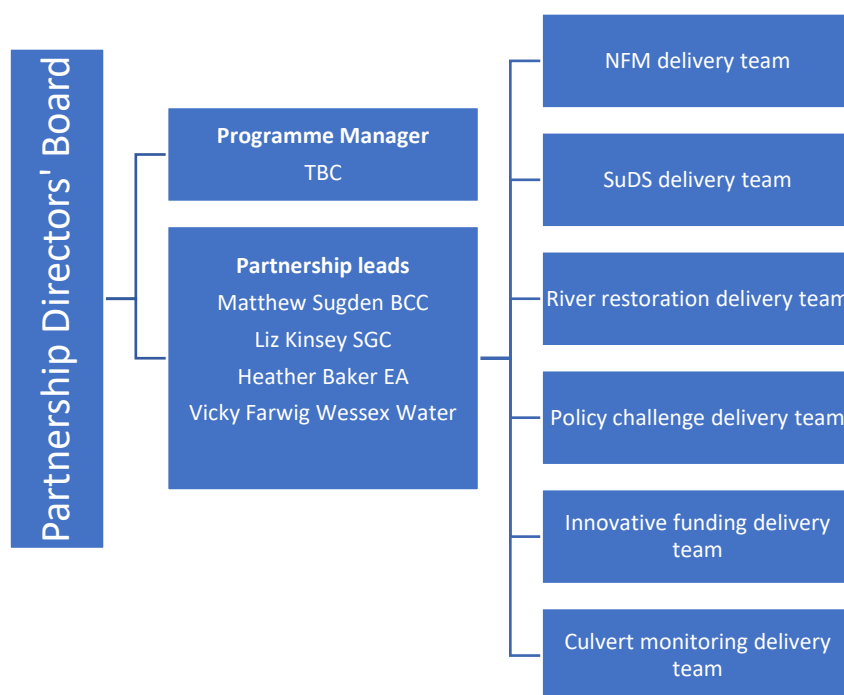


Figure 6: Proposed central programme management structure

## Frome Catchment Innovation Programme

As the lead partner, BCC's values and behaviours will be at the heart of the programme. The BCC's corporate strategy<sup>2</sup> sets out five values and behaviours as a way of delivering its vision. Amongst other values, it expects employees of the council and its suppliers to be Curious, and Collaborative. It requires us to be bold, and try new things, and it states our belief that there are always ways to do things better. We believe these values will ensure innovation is placed at the heart of the delivery and management processes and is reflected in the values of each of the project partners. For example, Matt Wheeldon, Director of Assets and Compliance at Wessex Water, and representative on the directors' board noted that:

*Surface water flow and biodiversity don't work in isolation or within man-made, administrative borders. It's only by working together across our boundaries that we can work with nature to help us to deliver multiple outcomes and deliver sustainable flood risk management and water quality improvements<sup>3</sup>*

Quality is of paramount importance to the partnership given the focus on innovation. Therefore, it is important to ensure the innovation programme deliverables meet the expected and stated standards and requirements set out at the beginning of each project. Each partnership lead will follow its own organisation's quality plan arrangements and report centrally to the programme manager and subsequently to the director's board as required. It is proposed to produce a Project Quality Plan as an overarching document to be owned by the partnership. More detailed plans focusing on specific issues to each workstream will be produced by the lead partner in accordance with that organisation's quality plan arrangements.

As an illustration, BCC's quality plan arrangements for projects delivered within the transport service (including lead local flood authority) follow a five-stage quality assurance process. The process is provided in Appendix 6B.

### 6.3 Skills and capacity

The partnership benefits from a range of knowledge, skills and experience to drive innovation. It is further supported by suppliers and other organisations with experience of delivering innovative solutions. Such experience includes:

- Wessex Water's in house hydraulic modelling team and innovative opportunity mapping tools SuDS and NFM Studios, supported by suppliers Atkins.
- BCC's Lead Local Flood Authority flood risk engineers' knowledge and experience of delivering successful SuDS retrofit schemes (most recently in 2021), supported by in house engineering design, landscape, housing, and highways teams.
- EA's experience of working with suppliers to deliver innovative funding initiatives through the trade marked Landscape Enterprise Networks process.
- SGC's River Frome Reconnected project officer's wealth of knowledge of issues and opportunities in the river Frome catchment, and close working relationships with the Bristol Avon Rivers Trust and Farming and Wildlife Advisory Group, providing innovative approaches to commercial arrangements to drive efficiency and value for money.

---

<sup>2</sup> [Corporate Strategy - bristol.gov.uk](https://www.bristol.gov.uk/corporate-strategy)

<sup>3</sup> [New funding announced for innovative flood resilience project - bristol.gov.uk](https://www.bristol.gov.uk/new-funding-announced-for-innovative-flood-resilience-project)

## Frome Catchment Innovation Programme

- EA's experience of delivering and operating innovative monitoring and telemetry.

Knowledge skills and expertise yet to be acquired is principally in two areas; detailed design work and programme management resource availability. To acquire these resources, extensive existing supplier arrangements will be drawn upon as described in the commercial case. To acquire programme management resource, a dedicated programme manager is to be recruited by BCC as the lead partner following approval of the OBC. Furthermore, each organisation has a wealth of experienced communications and engagement teams already involved in the project, and will continue to support the partnership with innovative engagement approaches.

Our detailed plans for monitoring and evaluation will ensure learning through innovation. These plans will foster a learning culture within the team, and is already evident through the appetite to learn from the organisations' more junior representatives involved in the programme. In the case of river restoration in the Frome Gateway area, we are also working closely with an embedded researcher focused on how non-communicable diseases can be prevented by changing the way that urban development decisions are made (see for more information).

Our programme proposes a mix of flood resilience measures that mirrors the rural to urban nature of the Frome catchment and places partnerships, citizen science and engagement at the core. The core partnership is passionate about innovation, with experience of delivering innovative resilience measures through past projects, and implementing innovative delivery models through partnerships with not-for-profit organisations. We believe this passion and experience, bolstered by existing relationships with a range of suppliers and stakeholders, provides the necessary skills and expertise to drive innovation throughout the programme lifecycle.

We are aware of other projects amongst the 25 across the country that seek to deliver similar innovative resilience measures, including SuDS retrofit in Slough and Cornwall's natural flood management proposals. To capture evidence and learning as part of innovation management, we intend to work closely with other project to share experience and learn from each other's successes and failures. In the West of England, it is the intention of the existing South West Flood Risk Managers Group to form an innovation and resilience sub-group formed by the four LLFA's within the south west involved in the programme. This is another example of the existing skills, resource and partnerships in place to facilitate and drive innovation.

### 6.4 Programme

The detailed programme to FBC is provided in Appendix 6C. Our approach is to develop separate FBCs for each work stream given the differences in content to each and the timescales involved. Those work streams with greater certainty to date, and / or with shorter lead in times (due primarily to engagement and consultation requirements) will present FBCs in a relative short time frame, whereas others will undergo a longer period of engagement, site selection, detailed options appraisal and so forth prior to the finalisation of the FBC. These activities are shown on the programme where appropriate together with the critical path and time allowances for risk.

## Frome Catchment Innovation Programme

The immediate key milestones for the programme are the FBC approvals. These have been programmed to coincide with quarterly directors' board meetings for assurance and review, which is one of the key terms of reference of that board.

In the case of the Policy Challenge Area, it is assumed a FBC for this element is not required, given the expectation to report to Defra by April 2023. A key dependency for this work is the availability of stakeholders to engage in the time frame required. Early engagement to date has indicated a willingness to engage in this process from key stakeholders, thanks to the expected learning benefits this is expected to provide in a short timescale.

A summary timeline of the full programme is presented below.

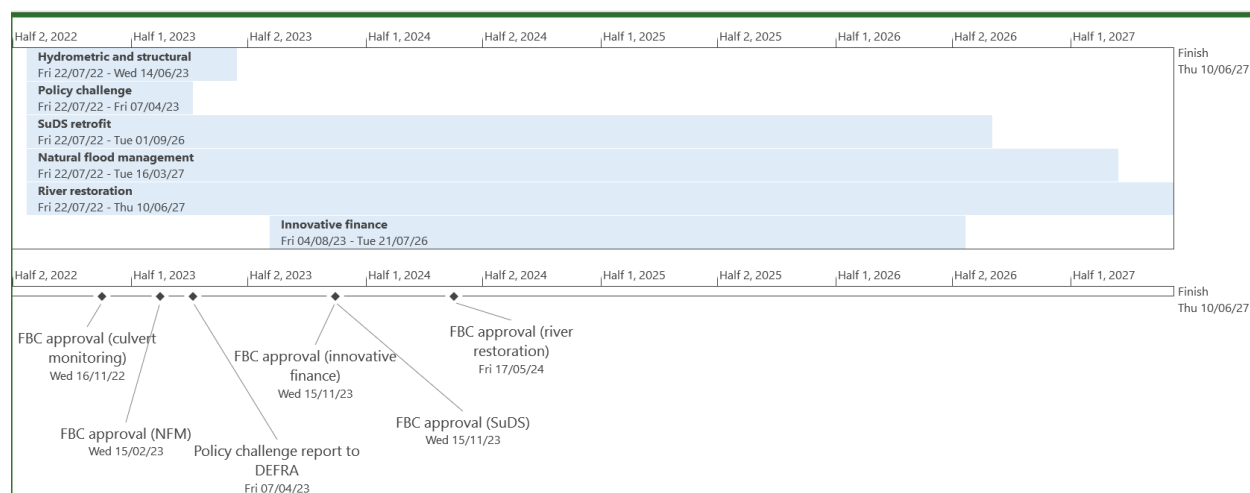


Figure 7: Frome CIP summary timeline

## 6.5 Communications, stakeholder and community engagement

### 6.5.1 Communications

A Programme Manager will be recruited to become the face of Frome CIP helping to give continuity to stakeholders who may otherwise be exposed to many officers, consultants, contractors, and other stakeholders. Communications will be overseen by the Programme Manager with support from partner organisations' communications teams. Engagement will continue during the preparation of the FBCs and throughout the delivery of this proposed investment, Frome CIP.

Programme partners have worked collaboratively to develop a Stakeholder Engagement Framework for the programme as a whole (See appendix 2A). This document will ensure consistent messaging and alignment of communications across this and other programmes to avoid engagement fatigue. It sets out:

- Engagement carried out to date
- Key stakeholders
- Interest/influence levels
- Priority stakeholder groups
- Engagement objectives
- Key messages across the programme and possible engagement approaches for each stakeholder group
- Indicative timescales for key activities over the next 18 months and

## Frome Catchment Innovation Programme

- Risks relevant to the programme.

In recognition that each workstream has unique engagement requirements, individual workstream communications plans will be delivered post OBC led by the workstream lead partner's communication leads. These plans will be developed as part of the FBC process.

### 6.5.2 Stakeholder engagement

The innovation project team has identified and prioritised key stakeholders into groups according to the type of engagement that might be needed. Four groups have been set out; landowners, asset maintainers, political and leadership and harder to reach local communities. The prioritised groups are those that will be focused on first during the next 18 months.

It is likely that the engagement of stakeholders will involve a combination of approaches for different objectives and different stakeholder groups, at different stages of the programme. These were discussed in line with the EA's "Working with Others" guidance. For each of the prioritised stakeholder groups a message house was created to give more detail on the engagement, including objectives relevant to these particular groups, possible objections and engagement methods. These can be found in Appendix 2A. Workstream leads will use this information to help develop individual communications plans for each workstream and to continue to develop communication approaches. For example, the NFM workstream will be most relevant to the group 1- landowners while the SuDS workstream will link with both landowners and asset maintainers.

In addition, the River Frome Reconnected (RFR) has a good relationship with the wider community and works with multiple organisations/group wishing to be engaged in a more joined-up approach to the delivery of improvements and multiple-benefit projects relevant to the Bristol Frome Catchment. The RFR will continue to support the innovation programme.

### 6.5.3 Community engagement

A summary of engagement carried out to date within the workstreams can be found in Appendix 2 A (annex 1). The innovation programme will benefit from a community forum which already exists, the Frome Forum. This is a community of individuals, local groups and organisations aiming to work with local communities to share information and enable joined up action on the ground. Through the innovation programme there is potential to expand this network of organisations, which already has good attendance to reach all parts of the catchment. The forum will assist engagement and public participation throughout the innovation programme. The programme will also be able to gain from existing programme partner communication channels and we are looking to align with parallel funded projects such as SuDs in schools to explore and progress ways to best engagement within the education sector.

In addition, we are looking to proactively identify gaps/disparities and identify positive action which can be taken through the programme over the next 6 years to eliminate them.

We will seek to identify and define hard to reach communities through existing networks and champions and identify specific organisations to help us consider the best approaches to ensure our engagement is meaningful. We will build on our existing knowledge and understanding from previous engagement work in some areas.

## Frome Catchment Innovation Programme

Approaches may include getting literature translated in community languages, holding workshops at a time and location that will make it accessible for these community members, having a presence at community events and creating relevant materials that will engage different communities such as increased use of social media for young people.

### 6.6 Risk and change management

A significant effort has been made to identify, assess and plan for risks. Risks have been identified and managed in compliance with the EA's guidance on risk management using a series of risk workshops. The register is presented in Appendix 3C along with summaries breaking the risks down by aspect and workstream in Figure 8 and Figure 9 respectively. The primary risks for this workstream are presented in Table 21.

Row Labels	Count of Risk Status	Sum of MEV	Sum of Share of 50th percentile	Sum of Share of 95th percentile
Consents	4	£ 10,729	£ 10,690	£ 26,061
Environment	4	£ 9,500	£ 9,465	£ 23,075
Governance	3	£ 8,583	£ 8,552	£ 20,849
Ground	4	£ 72,221	£ 71,956	£ 175,422
Interface	3	£ 9,750	£ 9,714	£ 23,682
Land	4	£ 5,429	£ 5,409	£ 13,187
Materials	4	£ 5,583	£ 5,563	£ 13,562
Monitoring & evaluation	1	£ 4,333	£ 4,317	£ 10,526
Stakeholder	11	£ 45,958	£ 45,790	£ 111,631
Strategic	2	£ 30,000	£ 29,890	£ 72,869
Supplier	10	£ 68,667	£ 68,415	£ 166,789
Weather	5	£ 19,083	£ 19,013	£ 46,353
<b>Grand Total</b>	<b>55</b>	<b>£ 289,838</b>	<b>£ 288,776</b>	<b>£ 704,005</b>

Figure 8: Summary of risks by aspect

Row Labels	Count of Risk Status	Sum of MEV	Sum of Share of 50th percentile	Sum of Share of 95th percentile
NFM	8	£ 34,333	£ 34,208	£ 83,394
Programme wide (inc OB)	1	£ 30,000	£ 29,890	£ 72,869
Post delivery (monitoring)	1	£ 4,333	£ 4,317	£ 10,526
Programme wide (inc. OE)	8	£ 51,750	£ 51,561	£ 125,699
SuDS	9	£ 54,833	£ 54,633	£ 133,188
Frome Gateway	10	£ 94,875	£ 94,528	£ 230,448
Culvert monitoring	9	£ 6,921	£ 6,895	£ 16,810
Innovative Funding	5	£ 10,000	£ 9,963	£ 24,290
Policy Challenge	4	£ 2,792	£ 2,781	£ 6,781
<b>Grand Total</b>	<b>55</b>	<b>£ 289,838</b>	<b>£ 288,776</b>	<b>£ 704,005</b>

Figure 9: Summary of risks by workstream



## Frome Catchment Innovation Programme

Table 21: Key risks to fulfilling the investment objectives

Ref	Key Risks	Probability (%) and MEV (£k)	Owner	Counter Measures and approach
1	Geotechnical issue(s) at the Frome Gateway site - more contaminated land than expected, wet ground, weak ground, unidentified buried services. Then the risk of delay and cost increase leading to variations, due to a) Late modification of proposals to avoid impact and mitigate b) Designing mitigations c) Implementing mitigations.	30% £45k	BCC	Seek advice from appropriate specialists and complete appropriate studies. Undertake predesign utility searches. Plan works for suitable season. Avoid working areas with geotechnical risks or potential utilities. Develop flexible designs that are tolerant of poor ground conditions.
2	Inflation exceeds the allowance in costing.	10% £30k	BCC	Plan ahead by monitoring inflation forecasts, building inflation into costing and adjusting plans as the evidence changes. Do not unnecessarily delay delivery.
3	If there is failure to secure agreements to maintain new assets. Then the risk of delay and cost increase leading to variations, due to a) Late changes in scope/design b) Additional negotiation time c) Additional time resolving disputes d) Redesign to reduce maintenance e) Additional cost to secure agreements	25% £25k	BCC passing to workstream lead	Minimising the need for future maintenance. Early engagement with stakeholders about maintenance. Open and frank discussions about who will maintain what. Be prepared to drop "good options" that no one will maintain. Re-distribution of funding to other work streams. Use of capital funding to include measures to enable others to maintain.
4	Geotechnical issue(s) at SuDS site(s) - contaminated land, wet ground, weak ground, buried services. Then the risk of delay and cost increase leading to variations, due to a) Late modification of SuDS proposals to avoid impact and mitigate b) Designing mitigations c) Implementing mitigations.	30% £25k	BCC passing to workstream lead	Seek advice from appropriate specialists and complete appropriate studies. Undertake pre design utility searches. Plan works for suitable season. Avoid working areas with geotechnical risks or potential utilities. Develop flexible designs that are tolerant of poor ground conditions.
5	If the tender outturn cost for delivery of the works at Frome Gateway exceed the cost estimate at outline business case. Then the risk of delay and cost increase leading to variations, due	20% £22k	BCC	Engage potential suppliers during the preparation of business case to support the early development of options. Use of experienced quantity surveyor to prepare cost estimate



## Frome Catchment Innovation Programme

Ref	Key Risks	Probability (%) and MEV (£k)	Owner	Counter Measures and approach
	to a) Redesign to reduce costs b) Reduction in benefits or quality			Clearly defined scope prior to tendering Effective challenging of scope and costing Incentivise delivery team to deliver the workstream within the allocated budget
6	If the tender outturn cost for delivery of the NFM on site due to procurement or otherwise exceed the cost estimate at outline business case. e.g if complex floodplain reconnection site chosen Then the risk of delay and cost increase leading to variations, due to a) Securing a redesign to reduce costs b) Reduction in benefits or quality	30% £16k	BCC passing to workstream lead	Engage potential suppliers during the preparation of business case to support the early development of options Clearly defined scope prior to tendering Effective challenging of scope and costing Incentivise delivery team to deliver the workstream within the allocated budget
7	If the tender outturn cost for delivery of the SuDS on site exceed the cost estimate at outline business case. Then the risk of delay and cost increase leading to variations, due to a) Redesign to reduce costs b) Reduction in benefits or quality	20% £10k	BCC passing to workstream lead	Using lessons learnt from Wessex Water costing exercise Clearly defined scope prior to tendering Effective challenging of scope and costing Incentivise delivery team to deliver the workstream within the allocated budget

### 6.7 Contract management

The commercial case describes the process for identifying the appropriate partner(s) to lead individual work streams. It will be the responsibility of that lead partner to manage the contract(s) associated with that work stream on a day-to-day basis. It will be made clear to suppliers working with the partnership that advice from any partner other than the contracted partner will not be taken as an instruction.

### 6.8 Assurance

In compliance with the Flood and Coastal Resilience Innovation Programme funding rules, the investment proposed within this business case will be subjected to independent assurance as detailed below.

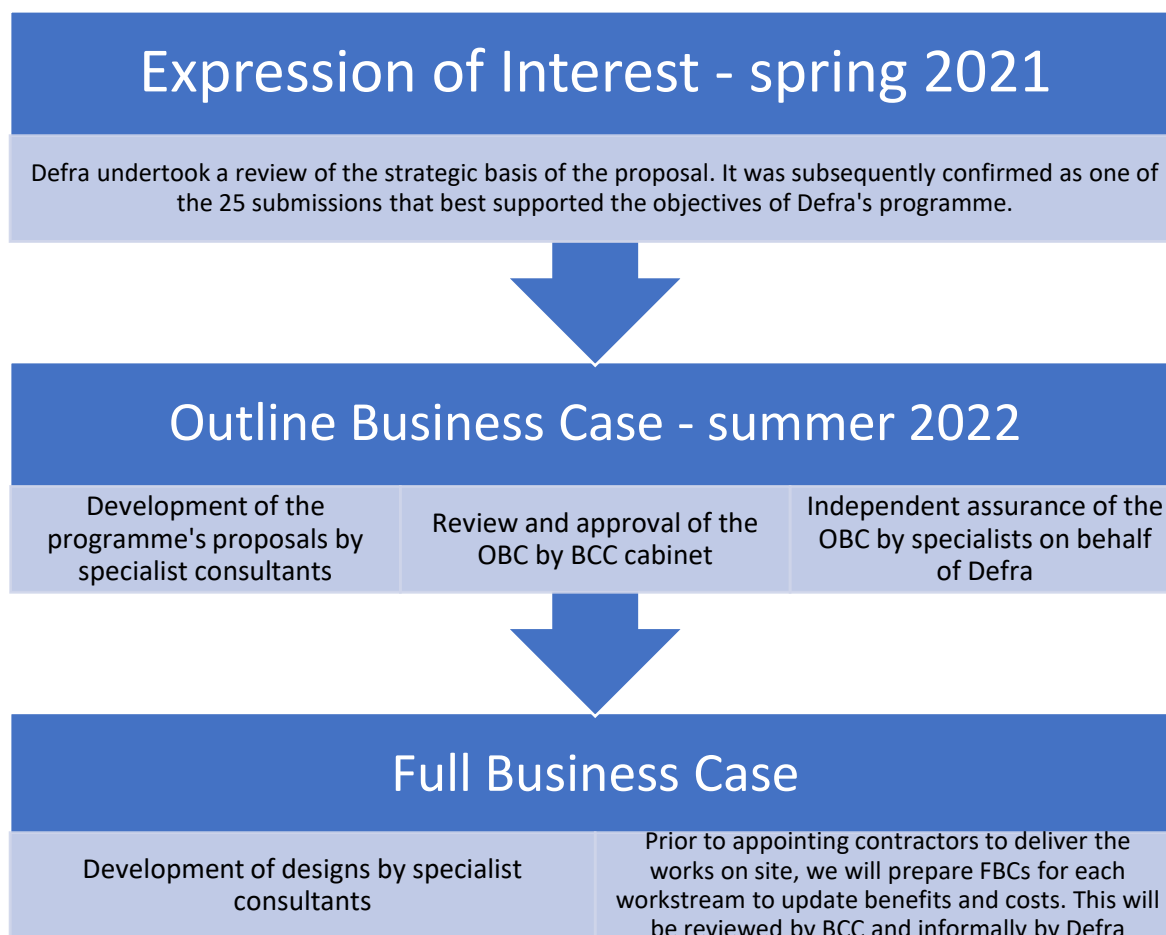


Figure 10: Frome CIP assurance process

BCC's June 2022 cabinet approval delegates assurance and approval of the FBCs to the programme Directors Board, in consultation with the Bristol cabinet member for Strategic Planning, Resilience and Floods. This gives each of the partners appropriate assurance roles, and it is also important to note that the management arrangements are clear that each organisation's own approval rules apply in addition to the central programme management arrangements. This gives added security that relevant assurance processes will be followed.

### 6.9 Innovation and learning: monitoring, evaluation and dissemination

The monitoring and evaluation plan is presented in Appendix 6D. The overriding principles for monitoring are (Summarised from Section 2.8.1):

- Quality over quantity
- Real world learning need
- Nature based solutions
- Value for money
- Community focus
- Good dissemination

We propose to recruit a Programme Manager as a permanent member of staff to the BCC flood risk management team. A core part of this role will be monitoring, evaluation and dissemination. Although a reduced input, as a permanent member of staff we anticipate that they will be able to continue monitoring and evaluation of the programme after the programme's funding ends in 2027.

## Frome Catchment Innovation Programme

After approval of the OBC for the Frome CIP, we will prepare FBCs for the workstreams. This will be our first learning gateway and will allow us to capture changes to benefits and costs once the workstreams have been designed/scoped and priced by suppliers allowing us to revise our estimates of benefits and costs.

Throughout the programme we hope to continue working with academics at the University of the West of England. This will be mutually beneficial for both organisations by providing a wealth of potential topics for masters students and enable existing Citizen Science projects in the catchment to continue and be expanded upon. We will be guided by projects such as RESPIRES (BCC is a steering group member) and PARCOS - a six-step methodology titled the 'Bristol approach for Citizen Science'. Subject to the provisions of the partnership collaboration agreement regarding intellectual property, by maximising the use of open data and freely available research findings we hope that the community will be able to increase our research coverage and help us continue the research after 2027, e.g. the completion of MoRPh river surveys.

The policy challenge workstream will produce a report for Defra at the end of the policy challenge workstream. We will discuss with Defra, our Technical Steering Group and other key stakeholders regarding the wider dissemination of this report. The policy challenge workstream also plans to use an end of workstream stakeholder questionnaire to provide feedback on the study's findings and ask stakeholders to respond on whether the policy challenge findings and recommendations would make a significant difference.

We will continue to liaise with the other 25 projects in Resilience Innovation Programme and seek to develop informal partnerships with projects working in similar areas to us. We will seek to gain from mutual learning and bring a co-ordinated approach to how we investigate challenges. During delivery, each of our workstreams will be required to identify a suitable conference or seminar to present to relevant professionals in the sector. We will also submit an abstract to a national conference such as Flood and Coast to present the full programme.

In the last year of the programme, we propose to publish a post programme review of the learning that has arisen from the programme. This will include any revised estimates of the benefits and costs.

### 6.10 Contingency plans

The nature of the programme, and how it is broken into workstreams, gives us a number of options to control the overall project cost, and respond to unfavourable circumstances such as failure to secure funding, consents or approvals. With the exception of the Innovative Private Funding providing part of the funding for SuDS, the workstreams are wholly independent. Any workstream could be dropped or significantly scaled back without affecting the delivery of other workstreams. Unlike the construction of a traditional flood defence such as wall, Frome CIP can be cut back and still deliver significant benefits. This gives the programme good resilience and adaptive capacity.

In the event of a cost overrun the partnership would collectively review the status of all workstreams to determine the most appropriate course of action. Potential approaches could include:

1. Seeking additional funding sources for the delivery of NFM, SuDS and river restoration.
2. Scaling back a workstream. As the culvert monitoring, policy challenge and innovative funding are all likely to be progressed early in the programme there will be little

## Frome Catchment Innovation Programme

potential to scale back these workstreams. As the river restoration at Frome Gateway has a relatively low BCR when local economic benefits are excluded and a good potential to be supported by 3<sup>rd</sup> party funding, it is likely that funding for this workstream would be the first to be scaled back. A reduced budget to undertake river restoration at Frome Gateway could still deliver locally important river restoration.

3. Re-distribution of funding across work streams. As a final resort, if a proposal is unaffordable or fails to win support or other necessary approvals, then there is the ability to re-distribute funding to other work streams or indeed to other sites / projects within the same workstream. It is anticipated that, in particular, the SuDS and NFM work could be scaled up significantly and still achieve good value for money with the additional investment. As such, it is likely that funding would be re-distributed to one or both of these workstreams should another workstream be dropped or scaled back.



## Flood and Coastal Resilience Innovation Programme: Expression of interest application form

Please read the Flood and Coastal Resilience Innovation Programme – Invitation for Expression of Interest guidance on .GOV.UK at <https://www.gov.uk/guidance/flood-and-coastal-resilience-innovation-programme> prior to completion of this form.

If you require any additional information please email the team - [InnovativeResilience@environment-agency.gov.uk](mailto:InnovativeResilience@environment-agency.gov.uk)

NOTE – This form is read only, so please save a version to edit. The completed form must not exceed 25 pages in length.

Please return this to [InnovativeResilience@environment-agency.gov.uk](mailto:InnovativeResilience@environment-agency.gov.uk) by the 15 January 2021.

### Applicant summary

#### Project title (one line only)

Project Title

Frome Catchment Innovation Programme

#### Lead authority name and contact information

Note. All applications must be led by a lead local flood authority (LLFA) or coastal protection agency (CPA).

Lead Organisation

Bristol City Council

#### Project owner and champion

Contact details for Owner (senior officer)

Full Name

Zoe Willcox (Director, Development of Place and BCC rep on the Bristol Avon Catchment Partnership)

Organisation

Bristol City Council

Email

[Zoe.willcox@bristol.gov.uk](mailto:Zoe.willcox@bristol.gov.uk)

# Expression of Interest - Flood and Coastal Resilience Innovation Programme

Contact details for Champion (political champion)

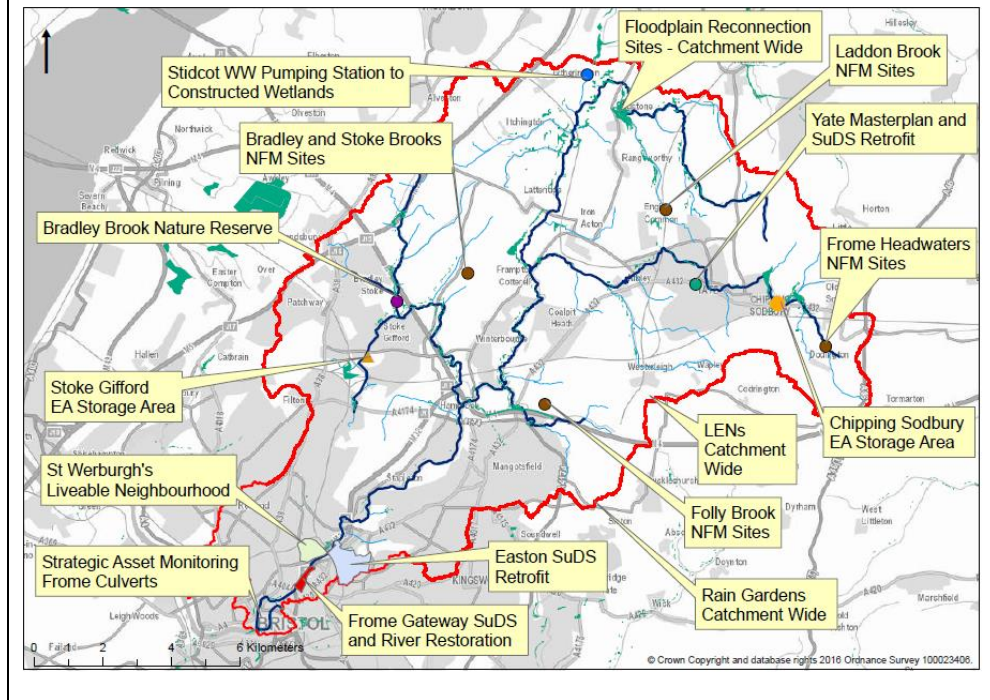
Full Name	Cllr Nicola Beech (Cabinet Member with responsibility for Spatial Planning and City Design, including Flood Risk)
Organisation	Bristol City Council
Email	<a href="mailto:cllr.nicola.beech@bristol.gov.uk">cllr.nicola.beech@bristol.gov.uk</a>

## Project location or locations

Details and a descriptions of the full extent of the project area. If you would like to include a map of the project area please submit as part of this form.

Project location(s)

This Programme will focus on interventions across the Bristol River Frome catchment, which is a cross-boundary catchment located within the Bristol City Council (BCC) and South Gloucestershire Council (SGC) administrative areas. It is located within the Wessex EA area. A map of the catchment and key project locations is shown below, and in Appendix A1.



**Project partners**

Please list the names of all partner organisations.

Project partners	Bristol City Council South Gloucestershire Council Environment Agency Wessex Water Bristol Avon Catchment Partnership
------------------	---

**Nature of the threat that requires resilience action**

Please select the primary source of risk this project is seeking to address, by putting a cross in one of the check boxes below.

Coastal flooding	Fluvial flooding	Surface /groundwater	Coastal erosion
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please select any secondary sources of risk (if applicable) this project is seeking to address, by putting a cross in one of the check boxes below.

Coastal flooding	Fluvial flooding	Surface /groundwater	Coastal erosion
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Summary of the justification for the project**

Summarise in bullet points why the project should be considered and taken forward to the project development stage.

Project summary in bullet points	<ul style="list-style-type: none"> <li>• Our proposal will deliver currently unfunded resilience measures in the Bristol Frome catchment, an EA priority catchment;</li> <li>• The actions have been identified and scoped through the River Frome Reconnect Partnership, which reports to the Bristol Avon Catchment Partnership;</li> <li>• We propose a mix of flood resilience measures that mirrors the rural to urban nature of the Frome catchment with citizen sciences and engagement at the core;</li> <li>• The proposed measures will achieve flood resilience and deliver multiple benefits;</li> <li>• We are ready to commence delivery of the measures, we have undertaken feasibility work or surveys in many cases and have clear partnership arrangements in place that will quickly steer and establish formal project governance;</li> </ul>
----------------------------------	---



- Our proposed long term monitoring regime will provide sound evidence and data of the benefits of NBS;
- In addition to building evidence of known NFM, we propose genuine innovation through trialling new products and ways of engaging business communities
- Bristol and South Gloucestershire are well placed to share the learning from the programme nationally and internationally.

## Application detail

### Section A - Assessment of risks and needs

Explain the need for funding in the specified area.

Provide a clear, evidence-based explanation of current and evolving flooding or coastal erosion risks in the area.

Identify the risks the project will address, for example fluvial flooding, coastal flooding, coastal change, surface water flooding or groundwater flooding.

Explain what actions to improve flood and coastal erosion resilience the area already has and where the gaps are.

#### River Frome Catchment

The Bristol River Frome (River Frome) is sourced in the southern Cotswolds, the headwaters of the river flowing through predominantly rural (agricultural) land, the towns of Yate and Chipping Sodbury before flowing downstream and entering the heavily urbanised area of Bristol to the north of the city. Its course through much of the city is modified, flowing through culverts and canalised sections beside and under the M32 motorway (a key infrastructure corridor to the city). Flood flows in this location are diverted by the Northern Stormwater Interceptor (NSWI). The river then flows through a network of culverts and control structures (including the Floating Harbour, a unique engineering and cultural asset which attracts investment and tourism to the city) before reaching its confluence with the River Avon in the city centre.

The **River Frome has been identified as a priority catchment by the Environment Agency (EA)** and Bristol Avon Catchment Partnership (BACP) to address multiple environmental challenges over the coming years. As a result, the partners established the River Frome Reconnected Partnership (RFR) in 2018 (membership from South Gloucestershire (SGC) and Bristol City (BCC) Councils (both LLFAs), EA and Wessex Water (WW) amongst others) to oversee and co-ordinate action in the Frome catchment to make it, its tributaries and communities a more healthy and resilient system, with flood risk management as a key theme. A draft [RFR storymap](#) is available to describe the RFR Partnership and the various aspirations it is promoting.

The RFR project has **identified a number of interventions that will reduce flood**



**risk**, as well as capture multiple benefits, throughout the catchment. Estimates suggest it would take many years for these interventions to be delivered under current funding arrangements. **Including the interventions in this Resilience Innovation Programme will accelerate their delivery and therefore benefits realisation in the catchment.** Without significant investment the local communities and the fast-growing economy and urban environment in this highly populated area of the country will not have the provision or capacity to build resilience and adapt to the increasing risk of climate change.

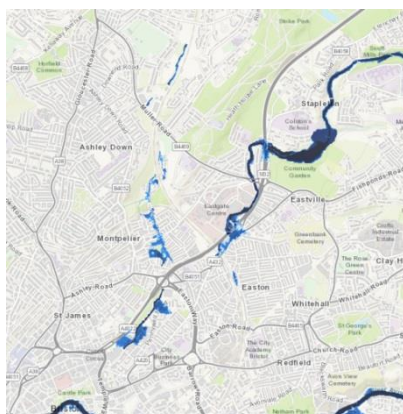
The EA has commenced a Catchment Investment Strategy for the Frome, which is a key action of the RFR and is **complimentary to this bid**. The Investment Strategy will identify and assess the various ongoing, proposed and aspirational projects in the catchment. It will essentially produce a Strategic Outline Case for priority projects in the catchment. The work under the Investment Strategy will be a key building block for this Programme that will help to provide a comprehensive evidence base that identifies the highest priority flood risk interventions that can be delivered within a strategy framework.

### **Current and evolving flood risk**

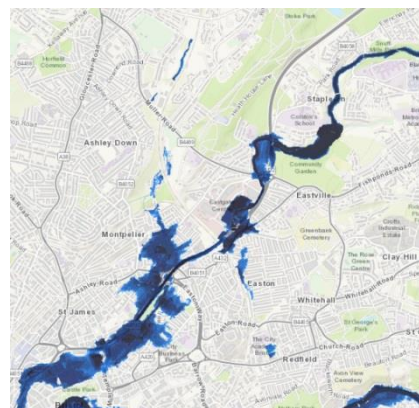
#### Fluvial Flood Risk

The River Frome presents a risk of flooding to communities, business and infrastructure in areas along its course. Appendix A2 provides additional information on the catchment.

Peak river flows for the region are forecast to increase by 70% for the upper end climate change scenario (UKCP18) by the end of the century. Our hydraulic modelling indicates that the **flood risk posed from the Frome in Bristol will go from being relatively manageable to city headliner** as we progress through the century, as demonstrated in the below figure. This is primarily due to existing infrastructure (such as the NSWI) becoming overwhelmed and increasingly tide-locked due to sea level rise.



Present day flood risk to central Bristol from the Frome



Future (2120) flood risk to central Bristol from the Frome

#### Surface Water and Sewer Flood Risk

The mix of urban and rural land use within the Frome catchment results in a risk of flooding from surface water and sewer flood risk resulting from both prolonged (rural) and intense (urban) rainfall events. The urbanisation of much of the river corridor and catchment means that surface water management predominantly utilises traditional (single benefit) infrastructure. This is particularly the case in the more historic urban centres, which are drained via a combined sewer network and therefore likely to have limited resilience.

Both BCC and SGC have recently completed integrated 1D-2D modelling to estimate and quantify the potential risk of surface water flooding to urban centres (citywide for BCC and Yate in SGC). As the 1D element of this modelling incorporates the underground sewer network, the results provide a reasonable estimate of potential sewer flooding as well as flooding from overland flow. Using this modelling, **BCC has identified two specific High Risk Areas and up to 800 properties to be at risk of surface water flooding** within the BCC area of the Frome catchment. The SGC modelling results have only recently been received but they indicate **over 5,000 properties would be at risk** in the SGC area.

Wessex Water has a number of **sewer flooding incidents caused by hydraulic incapacity within the Bristol Frome catchment**. The Wessex Water incident records will be used to help identify and target areas that are at risk from both foul and surface water flooding. Given that ~65% of flooding incidents within the Bristol Frome catchment are caused by sewer misuse (i.e. flushing wet wipes down toilets or putting fat down the drains) there is the opportunity to deliver multiple messages as part of integrated flood focused engagement campaigns.

The river is culverted through central Bristol in a network of tunnels and culverts that interact with each other, the Floating Harbour and the tidal river Avon. While some survey work has been carried out on some of these structures, regular monitoring of these structures is a key gap in the resilience of the system.

The worsening flood risk in this catchment is currently constraining the Frome Gateway regeneration site in BCC and Yate Masterplan area in SGC. Establishing a more comprehensive flood resilience package (from interventions to reduce the risk, building community resilience, establishing emergency plans and innovating through policy changes), we can investigate ways to encourage sustainable development of key brownfield regeneration sites.

### **Risks and gaps that will be addressed**

The project aims to address the following risks and gaps, focussing on fluvial and surface water/sewer flooding:

- The existing and future risk of fluvial flooding to properties throughout the catchment (**over 1,700 properties are risk of flooding during a 1 in 1000 annual chance event**, present day);
- Surface water and sewer flood risk, particularly in areas with historic urban drainage systems (e.g. combined sewer network) that have limited capacity and

resilience (we estimate **over 5,800 properties in the Frome catchment to be at risk** during a 1 in 100 annual chance event, present day);

- Reliance on traditional (single benefit) flood risk management infrastructure;
- Poor or moderate status waterways due to land management practices, often high sediment levels, urbanisation and 'traditional' engineering solutions throughout the catchment;
- Low community (including local businesses) awareness of flood risk and the benefits of climate adaptation using NBS or property resilience measures; and
- Irregular inspections and maintenance of key culverts and assets in the lower (urban) extent.

## Section B - Project description and mix of activities

Set out the objectives and timeline of your project.

Summarise the resilience actions listed in the in the expression of interest guidance that you plan to undertake to meet these objectives.

Summarise which risks and resilience gaps which your activities will help to overcome.

This Programme will **establish and deliver a forward thinking whole river corridor approach** which has transferability to other catchments and cities. We will seek to develop a model with replicability from this Frome catchment that journeys from upper rural catchment through dense urban areas into a city centre powerhouse. We will also employ smart technology and utilise the power of the community for monitoring while delivering integrated solutions that tackle twin climate and ecological emergencies declared by both BCC and SGC - investment in NBS being the crux and delivery mechanisms with multiple benefits for all.

Adapting the aims of the RFR, we would utilise this Programme to address the following key objectives:

- A. Increase the resilience of communities and infrastructure at risk of flooding in the Frome catchment
- B. Demonstrate and quantify the benefits of natural flood management measures and retrofitting SuDS
- C. Demonstrate the deliverability of retrofit SuDS through non-flood risk programmes
- D. Support sustainable growth and regeneration throughout the Frome catchment area
- E. Improve local monitoring systems to increase flood resilience
- F. Engage with home owners and businesses to understand flood risk and measures they can take to reduce it
- G. Engage with businesses to facilitate innovative funding mechanisms to contribute towards NBS

This Programme proposes a workstream approach to delivering the objectives. The workstreams are summarised below.

### **Installing nature-based solutions – Objectives A, B and F**

The RFR Partnership is an established group that has helped to co-ordinate NFM and riparian enhancement surveys identifying nature based solutions that this Programme would enable. By the end of March 2021 the River Frome Reconnected Partnership will have completed NFM and riparian enhancement opportunities surveys across all Frome headwaters.

#### Natural Flood Management (NFM)

The RFR has been working with the EA, SGC and Farming and Advisory Wildlife Group (FWAG) to co-ordinate and align separate NBS feasibility studies on the Laddon, Bradley and Folly brooks and Frome headwaters. From these initial investigations we have identified NFM interventions to slow the flow and reduce priority highway flooding. We will include these NFM measures in this Programme.

Some measures within the catchment have already been implemented, **demonstrating an ability to deliver**. However further funding is required to deliver more NFM solutions, as outlined above. The RFR feasibility work and its [Catchment Plan and Draft Future Funding Needs Report](#) has also identified the following actions that we would seek to include within this Programme to deliver more benefits for the Frome catchment:

- Riparian and in-stream habitat restoration opportunities including floodplain reconnection, peri-urban SuDS, direct practical works (fencing etc.) and presence of invasive weeds.
- Opportunities to enhance the Stoke Gifford Flood Attenuation Area for biodiversity gain and NFM.
- Utilise local partners, such as the Bristol Avon Rivers Trust (BART), to complete a woodland planting strategy. Target and prioritise locations in the catchment (including in urban areas) that would balance benefits realisation with deliverability using a mapping and modelling process. Work with landowners to implement woodland planting and monitor their benefits, aiming to trial different approaches or planted species in the various locations and monitor their impact on reducing flood risk and/or river flows.

#### Delivering NBS Through Regeneration – Yate Masterplan and Frome Gateway

South Gloucestershire Council's Yate Masterplan (YM) is developing a vision for future growth and development within Yate. Working with the EA, WW and other partners, the RFR is supporting the masterplan by **exploring options for river restoration of the Frome**. This will enable the development of measures to **mitigate future flood risk** from fluvial sources, **improve climate change and ecological resilience** underpinning future economic growth potential and enhanced GI. As part of this Programme, working alongside the YM process we also aim to retrofit SuDS in two key areas - Riverside Retail Park and Station road. The Programme will build on significant stakeholder engagement already undertaken within these areas is to yield better community involvement, co-design and uptake with these techniques.

In central Bristol, the Frome Gateway regeneration site located along the banks of the river Frome is the first point of arrival for many visitors to Bristol City centre. The site has flood risk constraints with adjacent existing residential properties (located in an area of high deprivation) also being at risk of flooding. BCC have already completed a

river restoration pre-feasibility study and a Flood Risk Assessment (including specific modelling) to inform the emerging aspirations for the site. As part of this Programme we will:

- Deliver the first phase of a river restoration scheme that will also **reduce fluvial flood risk to approximately 30 existing residential properties**;
- Work with the emerging Spatial Framework to **embed proposed river restoration**; sustainably manage the flood risk to the regeneration area; use the site as a test case for **encouraging innovation through the planning process** in terms of sustainable development of flood-constrained brownfield sites, building on learning from Europe and beyond
- **Build on the existing 'grassroots' community engagement process**, currently being utilised for the emerging Spatial Framework, to the river restoration design process.

### **Integrated water management solutions – Objectives A, B, C and E**

#### SuDS Retrofit

Retrofitting sustainable drainage systems (SuDS) to deliver multiple benefits is an integral part of achieving our strategic green infrastructure plans (such as the West of England GI Strategy). Therefore they will be included in our proposals under this Programme.

Within the urban areas of the catchment, SGC and BCC propose to pilot the installation of raingardens and SuDS around public buildings, with the intent that such sites will be used to train, inspire and engage with other organisations to take action to **reduce surface water flows and enhance biodiversity**. We will use innovative tools such as the BCC GIS Vulnerability Mapping Tool or the Atkins SuDS Studio to prioritise locations, buildings or assets (e.g. car parks) to establish a **prioritised programme of installation under this Programme and beyond**. This approach closely aligns with the various existing council's plans, from the climate and ecological emergency plans and the BCC initiative to make its property estate carbon neutral and climate resilient by 2030.

SuDS retrofit can often be **challenging to fund using traditional funding arrangements**. This Programme will allow us to target areas where there are greatest opportunities to reduce flood risk from sewer and surface water flooding, demonstrating the wider benefits of retrofitting SuDS, and **informing the quantification of benefits**. By taking a catchment based approach, using innovative tools to focus our interventions on targeted areas of the River Frome catchment, and combining this with ongoing and proposed monitoring (see Section H), we aim to demonstrate the river scale benefits of street level interventions.

We have experience of retrofitting SuDS schemes across BCC and SGC and can bring many lessons learnt from previous and ongoing projects to ensure successful delivery and maximise benefits. In particular we will:

- Take advantage of ground conditions to remove surface water sewer

connections. For example, we have installed infiltration-type SuDS in parts of Easton;

- Target measures locally based on the surface water and sewer flood risk using innovative tools / opportunity mapping to assist prioritisation;
- Focus interventions (e.g. rain gardens etc.) on council owned estate (such as properties, car parks and highways) to maximise efficiency. We have identified a number of libraries, youth centres, primary schools, car parks etc. that could be feasible locations for SuDS interventions;
- Be informed by utilities and other constraints to reduce delivery costs;
- Design measures to minimise maintenance requirements;
- Use pilot/showcase sites constructed under this Programme to train, inspire and enable other organisations/individuals to take action to reduce surface water flooding and enhance biodiversity;
- Actively encourage uptake of property-level measures through the Programme via the use of incentive schemes, such as reverse auctions or incentivising the connection of property down pipes to rain gardens/planters instead of directly to the sewer network;
- Target measures that contribute to nature recovery as part of the Local Nature Recovery Network; and
- Trial innovative solutions (see below), assessing their maintenance, whole life cost and efficiency against more traditional methods.

At this stage, we envisage focussing on Easton as it is a location with areas of high deprivation, is drained via a combined network but has known levels of good community engagement.

We will **seek creative solutions to efficiently deliver wide scale SuDS retrofit projects**. Opportunities to develop proprietary products that utilise multiple benefits are a gap in the market we believe could bring fresh innovation to the industry. An example product we will look to work with is **pre-cast bio-retention 'pods'**. These 'pods' are traditionally designed by engineers and constructed on site by a contractor and planted and maintained by landscaping companies. By bringing together the entire supply chain early on in the project design stage, we aim to develop a product and / or way of working that more efficiently enables retrofit of such features. **This innovation will have the ability to be replicated in future projects.**

#### Liveable Neighbourhoods

We aim to co-ordinate SuDS retrofit with wider city aspirations (e.g. the Bristol Once City Plan and Local Cycling and Walking Infrastructure Plan) to deliver [Liveable Neighbourhoods](#). Such initiatives have been described as the single most effective method of **increasing active travel**, the physical and mental health benefits of which are well-documented. SuDS retrofit can be used as a way to implement such schemes by, for example, introducing point closures at one end of a residential street through the installation of pocket parks, rain gardens or other SuDS to provide a physical barrier to motorised traffic, as shown in the photograph below, taken from an existing scheme in Bristol.





We believe this is a hugely innovative way to embed SuDS to provide not only the established **benefits associated with water quality and quantity**, but at the same time serve to **connect habitats, improve air quality, reduce traffic, increase physical activity and provide quantifiable health benefits**. We propose to focus on St Werburgh's in Bristol, an area with some levels of high deprivation and a history of flood risk issues. BCC installed measures in St Werburgh's in 2020 to assist segregated cycling as part of the COVID-19 Emergency Access Fund. This process included positive engagement with the local community and hence BCC will be building on this through the Liveable Neighbourhoods trial.

#### Landscape Enterprise Networks

We proposed to implement a [Landscape Enterprise Networks \(LENs\)](#) process, which is an innovative and relatively unique method of driving private investment in NBS. Working with our local business community we will demonstrate the benefits of NBS to their business so, justifying their investment in NBS to deliver benefits including reducing flood risk to their business, improvements to work productivity due to associated mental and physical health benefits, provide opportunities for up-skilling, apprentices and training and attracting more visitors, bringing retail and leisure spending, attracting further investment. The RFR is well placed to commence a LENs process immediately as we have already started a project scoping exercise.

#### **Investigate policy challenge areas – Objective D**

Linked to the river restoration and flood mitigation proposals in the Frome Gateway, we will seek innovative ways to meet the **need for much-needed regeneration of brownfield land in areas with flooding challenges**. We will seek pilots on the Frome catchment that can be applied elsewhere. In particular we are interested in seeking **innovative ways in which to make development safe for its lifetime**. We will therefore investigate the following policy challenge area(s):

- **Adaptive/adaptation pathways approach.** Seeking new ways to incorporate adaptive approaches and resilience measures, we will investigate how development could be enabled to adapt over time (for example in response to new climate projections or behavioural change), and mechanisms to ensure that such an adaptive approach can be monitored and enforced to the satisfaction of regulators e.g. through innovative management plans.

- **Emergency Response.** Linked with the above challenge, ensuring a robust emergency response procedure can be secured that responds to the design needs of a development and our changing climate but also regulators will be explored
- **Water sensitive urban design.** Utilise the Frome Gateway Spatial Framework and YM to demonstrate how SuDS, flood risks, green infrastructure and water management can be embedded within regeneration masterplans, including a Liveable Neighbourhood approach, to ensure realistic delivery

### **Monitoring and management of local assets – Objective E**

The River Frome flows through central Bristol in a network of culverts, some of which date back to the medieval period. The system is crucial for maintaining flow through the city, and is controlled by a number of weirs, overflows, underground trash screens, syphons and interactions with the sewer network. While parts of the system are routinely maintained, there is no established monitoring of the overall asset.

Technology exists (such as Ferrosan, LiDAR and ground penetrating radar techniques) that can provide **in-situ monitoring of reinforced concrete structures**, and implementing such innovative solutions could be an effective way of targeting maintenance interventions in a cost effective, timely manner that **avoid the need for expensive capital repair works**. Having such asset information can also help to better inform regeneration in a dynamic city centre as well as better engage with the local community to reveal the hidden River Frome.

Furthermore, the Frome system interacts with Bristol's Floating Harbour, River Avon New Cut and the public sewer system. The Floating Harbour is a nationally important waterbody and popular tourist destination. It also serves as the home for people that live on boats moored in the harbour, and is a popular culture and leisure facility with many bars, restaurants and nightclubs moored on its water. Unexplained and uncontrollable water level rises in the harbour during periods of high tides when it is not possible to allow water out of the system, are believed to be caused by flow from the river Frome. This can often cause a nuisance, and a more severe increase in levels could put property and lives at risk. This Programme will put in place monitoring in the system at crucial locations to increase our **understanding of the influence of the underground network on the harbour**. This will enable future investment decisions and operating regimes to be taken on a quantified understanding of the system observed through the project, and will increase the resilience of the harbour to water level fluctuations that will deliver significant social and economic benefits to the very popular Floating Harbour area of Bristol city centre.

The draft, high level, **timescales** for our Programme are shown in the below figure and in Appendix A3.



## Expression of Interest - Flood and Coastal Resilience Innovation Programme

Workstream	Activity	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
NFM	Surveys/designs/engagement						
	Construction						
Frome Gateway	Investigate Policy						
	NBS Designs/ planning/ engagement/ approvals						
	NBS Construction						
Yate Masterplan	NBS Designs/planning/engagement						
SuDS Retrofit (incl. Liveable Neighbourhoods)	Surveys/designs/engagement						
	Construction						
Engagement	LENS						
	Wider project engagement						
Monitoring	Install monitors						
	Water monitoring						
	Asset monitoring feasibility						
	Asset monitoring installation and operation						

### Section C - Project potential and resilience gain

Set out the outcomes of your project.

Explain what difference you expect the proposed resilience actions to make. How will these actions contribute to reducing the likely damage or disruption costs associated with flooding and coastal erosion?

Explain the time over which these improvements will be achieved, and why they are the appropriate actions for addressing the risks and needs identified.

Explain the potential for 'value-added' as a result of the funding, as well as the wider benefits the actions will bring.

This funding will be crucial in enabling all of the organisations and existing partnerships to come together and deliver an ambitious, integrated project that will deliver flood risk benefits that cannot be currently realised or delivered due to a lack of available funding and investment. The **value-added** by delivering the project outcomes below will not only better protect properties and infrastructure but also demonstrate how partners can work together with our communities and wider non-flood risk programmes to deliver actions that help meet the climate and ecological emergencies. This Programme will expand existing networks to drive **support and buy-in from local communities and businesses** to be part of the solution and drive further investment and resilience gain.

#### Installing nature based solutions

##### Natural Flood Management

Our proposed NFM measures will include woodland planting, floodplain reconnection, storage and leaky dams to slow the flow, particularly in lower magnitude events. **In addition to reducing flooding to properties**, the measures

will aim to **improve the resilience and reduce disruption of our local highways.**

Through taking a catchment based approach to NFM we aim to also reduce the burden, and increase the resilience of, key assets and infrastructure along the river corridor, such as the NSWI.

We would use the Programme to identify and confirm the specific beneficiaries from the NFM measures. It is accepted that the **delivery of the benefits from these solutions may not be realised within the six year Programme timescale.**

Therefore we propose a **long term and robust monitoring package** (see Section H) that would extend beyond the Programme to capture the benefits.

#### NBS through Regeneration – Frome Gateway and Yate Masterplan

Our proposals to include river restoration not only increase the **flood resilience** of the Frome but will **deliver multiple benefits** from biodiversity to amenity and recreation. The river restoration scheme will reduce flood risk to approximately **30 existing residential properties in the area.** At the same time, the scheme will enable growth in the area by reducing flood risk and supporting development of this important brownfield site in central Bristol. The **benefits of this scheme to existing properties are expected to be achieved by the end of this Programme,** but the river health and other wider benefits will continue to be released beyond this Programme as the restored habitat establishes.

#### **Integrated water management solutions**

##### SuDS Retrofit and Liveable Neighbourhoods

Our proposals for SuDS retrofit will bring **multiple benefits locally which will be realised immediately** upon completion of each retrofit. Over the life of the Programme and beyond, as individual schemes are delivered, the **cumulative effects of the proposals will start to be realised over a wider area.** Therefore, at this stage it is difficult to estimate the number of properties or infrastructure better protected as a result of the retrofit SuDS but we will seek to **refine and quantify the benefits during completion of the business case and project.** Retrofitting SuDS on a catchment scale will provide:

- Localised reduction in surface water and sewer flood risk and reduced CSO operations
- Improved water quality, biodiversity, abundance of wildlife and habitat connectivity and pollinator corridors
- Street level interventions targeted on the same catchment leading to reduction in peak river flows
- Behavioural change and public health improvements including increased active travel
- Enable growth and integrate flood mitigation and enhanced resilience of brownfield sites and their neighbouring communities

#### **Investigate policy challenge areas**

Meeting the policy challenges will help to achieve delivery of key regeneration sites (Frome Gateway and YM) in the short term. **By the end of the Programme**, we expect to secure an approved Spatial Framework and planning permission for some of the sites within the framework areas. However, the **economic growth** to the region enabled by unlocking land for development will **continue for generations to come**. By adopting an adaptive approach will also allow flood risk management costs to be delayed or avoided, **potentially resulting in increased contributions to wider environmental improvements** from costs avoided. We expect such contributions would be added towards the end of the Programme or beyond. **The wider learning and policy benefits from this workstream will also be realised beyond the project timescale.**

### **Monitoring and management of local assets**

By adopting a more robust and in-situ monitoring regime we will improve the long term flood resilience of our urban centres through evidence based investment decisions. It is likely the **benefits of the monitoring would be realised beyond the Programme timescales.**

There is specific **added value** from the proposed monitoring regime through improved understanding of our assets, thus more efficient advice and management of regeneration and **public engagement and support in our activities** through understand the challenges we face.

## **Section D - Innovation and learning**

We want to use the programme to generate evidence about the actual costs and benefits of different resilience actions both individually and in combinations.

Outline your approach to assessing the costs and benefits of your project in both planning and implementation.

Explain what new evidence you believe you would be able to provide over the life of the project and post implementation.

Across all workstreams, we will use a consistent method to **assess costs and benefits**, following the Treasury Green Book approach for consistency with existing programmes. We recognise, however, that it can be difficult to justify the benefits of NBS through traditional funding routes. Therefore, we will work with existing tools such as the CIRIA [B&ST](#) tool or the EA's Natural Account Toolkit to **build evidence of the benefits** of NBS in terms of hydrology and wider benefits. We will use the [Ecosystems Knowledge Network](#) to appraise existing available tools for fitness for purpose, using or amending as required to meet our Programmes' objectives. We will also use a citizen sciences approach to monitor and **evidence engagement with our communities** (see Section H). By its very nature this is innovative territory so further work will be needed to integrate with existing/planned initiatives by BART, Bristol Natural History Consortium, BRERC (Bristol Regional Environmental Records Centre) and any new initiatives which may emerge during the life of the project such as creation of citizen observatories.

## **Installing Nature Based Solutions**

### Natural Flood Management

For the NFM proposals (including woodland planting), we will use this programme to **build our evidence of the whole life costs and benefits** of using different species to reduce runoff. We will follow the advice outlined in the EA's [NFM Toolbox document](#) to develop a monitoring strategy for the NFM sites (see Section H). The costs of planning and installing NFM proposals will be relatively easy to assess so our work through this Programme would focus more on **normalising the costs** during and after construction, i.e. accounting for the site-specific actions that may inflate or reduce costs of working in some locations to others. We will do this through robust and consistent reporting of costs.

### **Integrated water management solutions**

#### SuDS Retrofit and Liveable Neighbourhoods

The Liveable Neighbourhoods approach is being promoted through BCC transport policy teams. It is an **innovative method of delivering against multiple agendas** – from traffic management to climate resilience. It also has community co-design and involvement at its centre. BCC are seeking to develop Liveable Neighbourhoods and natural streets across the city. Therefore, we will use this Programme to develop a pilot Liveable Neighbourhoods scheme, feeding the learning from the pilot into future schemes. The pilot will, through a citizen science approach, appraise the design and construction as well as monitoring (e.g. sewer flow monitoring; traffic, cycling and walking monitoring - see Section H) process to **demonstrate the benefit cost ratio to multiple partners and funding regimes** and therefore increase the deliverability across the city.

Our proposal revolves around the facilitation of NBS to reduce flood risk and climate and ecological challenges, therefore so will our efforts on innovation and learning. Through completion of NBS such as Embleton Road SuDS, Whitehouse Lane cycling improvements and Southmead Regeneration SuDS, we have a reasonable understanding of the cost of designing and constructing SuDS. We will therefore use this fund to gain **whole-life comparison of costs when utilising more innovative solutions** such as pre-cast bio retention pods. We have an opportunity to use the [Wessex Water Market Place](#) to challenge industry to overcome issues or constraints.

#### Landscape Enterprise Network

The LENs is an innovative, replicable and relatively unique method of driving investment in NBS. Working with our local business community we will **demonstrate the benefits of NBS to their businesses** therefore justifying their investment in NBS to deliver benefits including (but not limited to):

- Reducing flood risk and increasing resilience to their business,
- Improvements to work productivity due to associated mental and physical health benefits,

- Opportunities for up-skilling, apprentices and training leading to higher skilled workforce
- Increased visitors/customer through public realm improvements and associated increases in walking, cycling and dwell time, bringing retail and leisure spending, attracts further investment

The RFR Partnership is well placed to commence a LENS process immediately as we have already started a project scoping exercise.

### **Investigate policy challenge areas**

The Frome Gateway regeneration will require the use of **innovative and community focussed planning and design** to ensure it delivers the Mayor of Bristol's vision for it to be [climate resilient](#), building on learning from the [UK](#) and the [Netherlands](#). Through development of the Frome Gateway Spatial Framework we will work with planning authorities and regulators to devise a masterplanning approach that **includes the community, encourages innovation and is replicable to other areas or sites**.

### **Replicability**

A key aspect of our learning through this Programme would be ensuring the catchment based approach is scalable and replicable across other river corridors and catchments in the two LLFA areas and beyond. For example, the complimentary work on a revised Local Flood Risk Management Strategy and blue-green infrastructure strategy in BCC would significantly benefit from the learning and insights gained from the Programme.

Other learning from this Programme that would be shared:

- Data management – NBS and GI requires good data management, we will build on the data collaboration exercise completed as part of the Blue Green Bristol Feasibility Study to ensure interventions are data led; linking to the West of England Joint GI Strategy (endorsed by Natural England and the EA) and ongoing riparian headwaters storymap
- Use of the Environment Agency Natural Account Tool kit to test suitability to an urban environment and evidence change in value of natural assets.
- Engagement with local communities on monitoring biodiversity- habitats and species building on previous university research (Respire), Citizen Science and City Challenge initiatives.

### **Section E - Readiness of project partnership**

Explain how well established the proposed partnership is, the extent to which relevant partners are committed to supporting this project over the next 5 to 6 years. For example;

Does any partnership governance already exist?

How decisions will be made and disputes managed?

How roles and responsibilities will be agreed?

Is there local community support for the approach?

## Expression of Interest - Flood and Coastal Resilience Innovation Programme

If there is not currently support, how do you intend to build this and over what timescales?

Evidence, such as letters of support, should be appended to this expression of interest (EOI).

This Programme proposes to utilise the existing RFR and BACP governance structures to help steer the development of the project through a collaborative approach. The draft governance of the RFR is shown in Appendix A4. As the RFR is a voluntary and advisory group, we will establish formal governance and reporting arrangement that compliments the existing RFR/BACP governance. The formal governance will ensure the decision making, budget management, **all partner roles and responsibilities, delegated authorities, project** reporting etc. is clear and agreed between all parties. We anticipate BCC to be the Lead Partner, with SGC, EA and WW as Associate Partners. We have experience in setting up similar arrangements through the Avonmouth Severnside Ecology Mitigation and Flood Defences Project (between SGC, EA, BCC). Therefore, if we are successful, we anticipate agreeing the governance for this Programme **within three months** of commencement of the business case.

As with all partnership working, the RFR promotes projects through a collaborative approach, which enables any issues to be identified at an early stage. Projects are developed through sharing of relevant data, information and joint decision making at partnership meetings. We would mirror such arrangements for this Programme. The formal project governance will establish a clear and efficient mechanism in the unlikely event of **dispute resolution**.

There is **support for the RFR Partnership** from other organisations (some of which are listed above) as well as the wider community and various friends groups, parish councils or volunteers through the existing connections with organisations such as the Avon Wildlife Trust and the Bristol Avon Rivers Trust. We propose to include officer time of at least 0.5FTE to engage with and further gain support from the community and other organisations.

For delivery of this Programme, we will use a workstream approach, with an allocated workstream lead reporting to an overall Programme Manager (1 FTE, funded by the Programme) who in turn will report through the project governance.

Appendix A5 provides **letters of support** from relevant organisations.

### Section F - Readiness of project business case

Explain the current status of your project plans and business case, and set out how you intend to further develop both of these if they need it.

Please note - It is not necessary to demonstrate a high level of readiness for your area to be selected. It is important to identify potential challenges and demonstrate how you and your team have relevant plans and strategies for managing them.

This Programme is proposing to deliver pipeline projects that are identified and

ready to be developed further. Many of these projects have been identified by previous works undertaken by the RFR Partnership (see Section A). The Partnership has developed a [Draft Catchment Plan document](#), the final Catchment Plan (which is in the process of being published) and a Draft Future Funding Needs Report (which is yet to be finalised). The above documents identify:

- Projects across the catchment – these are mapped in the [River Frome Reconnected Storymap](#) and summarised in the Catchment Plan;
- Funding needs for Project Development and Implementation;
- Existing emerging business cases and frameworks, such as the EA's Investment Strategy and Liveable Neighbourhoods which will be using the Treasury Green Book approach, therefore consistent with this Programme
- Spatial Frameworks for Yate and Frome Gateway regeneration sites have commenced.

The above documents will be used as the basis to develop the business case for this Programme along with updating the Terms of Reference agreed by the RFR Partnership. By utilising and developing upon existing arrangements (see Section E) and documents, we would be ready to start immediately.

A business plan will need to be developed for each of the proposed workstreams. We propose that each workstream will have a Project Manager/Lead who will be responsible for that workstream, any challenges and issues which occur throughout these workstreams can be referred through the project governance for discussion and resolution. Examples of challenges and solutions the Bid Project group may face are:

- Business Case approach – as each workstream and the Programme will need a business case written in accordance with the same green book approach so they will have strong links to each other and avoid discrepancies or double counting.
- Current Policy challenges – where innovative approaches may not be automatically approved within current policy the projects may challenge this through the use of Development Frameworks which actively encourage such solutions.

### **Section G - Capacity for delivery**

Explain what existing or potential capacity exists within your partnership to support successful delivery of the project?

What other skills and resources will you use to support the development and delivery of the actions?

If capacity needs to be developed, how will you do this?

Please note - Priority will not necessarily be given to areas that already have higher levels of capacity and resources. It is recognised that some areas may have limited resources – we are looking to ensure plans are proportional to resource availability.

All partners are well placed to commit resources to this Programme, as summarised below:



- We will mirror the RFR Partnership and BACP governance and networks;
- Through these partnerships, we have an excellent coverage of skills from hydrology and flood risk, SuDS, urban drainage, water quality, environmental assessments, economics, community engagement, amongst others;
- We will employ or redistribute a dedicated Programme Manager (1 FTE);
- We will employ or redistribute a dedicated community engagement officer (0.5 FTE);
- We will nominate, employ or redistribute workstream leaders;
- All partners have identified the Frome as a priority catchment and have existing resource allocated towards key projects (e.g. Frome Gateway, YM, Liveable Neighbourhoods), with the commitment to provide additional resource if we are successful;
- We have a number of procurement routes to market available, including:
  - EA CDF – Atkins have been appointed to complete the EA’s Investment Strategy
  - Strategic Partner collaboration between BCC and Arcadis consultants (supported by Arup and Mott MacDonald), which is in place to facilitate delivery of large projects
  - West of England Combined Authority Professional Services Framework
  - Existing/continued construction frameworks e.g. highways maintenance and construction frameworks (currently delivering NBS)
  - Hydrological monitoring contract due to go to tender soon to maintain existing monitors and install and maintain new hardware
- BCC and SGC have internal Direct Labour (e.g. parks or highways)
- Utilise placements (BCC currently employs undergraduate placements), apprenticeships (e.g. using the Kickstart programme) or others to provide opportunities for young people;
- Development of collaborative surface water and sewer flood alleviation schemes for inclusion in Wessex Water’s Drainage and Wastewater Management Plan
- BCC and SGC utilise a business plan approach to managing resources in financial year, we would ensure sufficient staff time is dedicated
- Utilise other delivery partners capacity such as FWAG, BART, Avon Wildlife Trust

## Section H - Monitoring, evaluation and dissemination

Explain how you intend to:

- monitor progress
- capture evidence about the costs and benefits of the resilience actions
- identify and share learning from your project

Across all workstreams, we will monitor progress against the Programme objectives via the specific project governance.

We will use community-based monitoring and [citizen science](#) to engage local communities in our whole river corridor approach. We’ll be guided by projects such as [RESPIRES](#) (BCC are steering group members) and [PARCOS](#) which proposes the use a six-step methodology the ‘Bristol approach for Citizen Science’. We’ll explore using engagement techniques such as participatory GIS, GIS story maps,



undertaking workshops on values and perceptions of urban blue spaces including benefits of interventions, using citizen science tools for ecological monitoring, and **routes for involving local volunteers** in physical monitoring of the river system. These techniques will also allow us to track progress against key workstreams such as SuDS retrofit (e.g. uptake of property-level SuDS).

Given the partnerships that would be involved in this project (RFR, BACP, WENP etc.) and therefore organisations that recognise the Frome as a priority catchment, we are well placed to ensure the **learning from the project** reaches a wide audience. The ambitious community engagement activities (e.g. LENS and Liveable Neighbourhoods) proposed would ensure learning of the benefits of NBS and NFM would reach our communities. The primary RMAs involved in the project (WW, BCC, SGC, EA) are all producing, monitoring or renewing strategic plans (e.g. Local FRMS, Investment Strategies and Drainage and Wastewater Management Plans, One Climate Strategy, Ecological Emergency Strategy). Therefore the learning from this Programme would directly influence these strategies and plans. In addition, Bristol is a well-connected city, internationally recognised as a leader in environmental innovation. Therefore, through partnerships like the Green Capital Partnership and the UK Core Cities, we have networks and platforms available to **share the learning from this Programme internationally**.

In addition to the above cross-workstream monitoring, we propose the following workstream-specific monitoring.

### **Installing Nature Based Solutions**

#### Natural Flood Management

We will build on work undertaken by FWAG and implement a 'before and after' **monitoring regime** at each of our NFM sites. We would ensure installation of monitors would be an early activity to ensure we monitor baseline ('before') characteristics. The techniques we utilise will be as consistent as possible between the sites whilst balancing any site-specific requirements. We will use a mix of techniques such as:

- Fixed point photography (e.g. time lapse) to monitor growth and change
- Topographical surveys to monitor physical channel form change
- Monitor water levels and flows using water level loggers
- Bed and substrate particle size sampling
- Habitat assessment - River Habitat Survey, invertebrate sampling, etc.

In addition to monitoring the physical characteristics of the NFM sites, we will also **monitor the potential community benefits** of NFM through:

- Monitor 'before and after' structural maintenance costs, especially emergency clearances, resulting from reduced sediment and debris entering the system.
- Citizen sciences approach to monitoring the positive impact of NFM on flood risk assets and community resilience – for example trash screen blockages to perception of reduced flood risk and an increase in volunteers or community engagement

**Integrated Water Management Solutions**

SuDS Retrofit and Liveable Neighbourhoods

As with the NFM monitoring, we will focus on monitoring the ‘before and after’ impact of SuDS on water flows, water quality and pollutants through expansion of BCC’s recently commenced [SmartWater](#) highway gully monitoring system as well as installation of surface water sewer flow monitoring. The data collected will be fed into the benefits assessments (see Section D). The Liveable Neighbourhoods pilot will utilise a citizen sciences approach to monitor and evaluate the impacts of the scheme on **wider benefits such as traffic calming, active travel and community cohesion.**

Landscape Enterprise Network

The LENs process is **specifically designed to monitor and evaluate** commitment and interest from the **business community** and develop appropriate monitoring with them to monitor progress against the key outcomes (see Section D).

**Monitoring and Management of Local Assets**

The purpose of this workstream would be to investigate methods of monitoring our key assets. However, we have a number of potential options and technologies to use. As founding partners of the FORT reporting tool, we could add a module to this. Our recent large scale Floating Harbour Asset Inspection project utilised a web based mapping tool developed by Mott MacDonald consultants (who are part of our Strategic Partner team, see Section G) which we could replicate.

**Section I. Cost estimate and other sources of funding**

**Cost estimate**

Complete the cost estimate table below. We are not expecting a fully costed proposal, only a high level cost estimate. Figures should be rounded to the nearest thousand pounds unless otherwise stated.

Costs per year (£ thousands)	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	TOTAL (£ thousands)
Staff costs	0	50	50	50	50	50	250
External Consultant costs	60	216	216	216	108	108	925
Surveys, land, construction, materials and delivery costs of resilience actions	30	30	444	444	444	1500	2891
Risk contingency	12	28	110	110	100	311	671

## Expression of Interest - Flood and Coastal Resilience Innovation Programme

Future maintenance costs	-	-	-	3	3	3	8
Future Capital replacement costs	-	-	-	-	-	-	0
Project Total Whole Life Costs	102	324	820	823	704	1971	4745

Provide an indication of further work you will do in the development phase to improve this cost estimate. State what resources you will use to maintain the actions after the 6 year funding period.

Many of our NFM proposals have already been costed at a high level so we will continue to develop these in collaboration with landowners and FWAG through the design process. We will continue with prioritisation and feasibility surveys, including installing monitors, services searches etc. to refine locations for retrofit SuDS schemes before we commence with the design process. To achieve this, we will require a mix of internal officer time, external design consultants, community engagement officers and early supplier engagement. The first two years on the Programme will be largely design and consultation. As the Programme progresses from year two, we will be constructing and installing interventions as well as continuing to design more. Therefore we will be utilising suppliers, site supervisors and contract managers from this phase of the Programme. From year four, we expect the design aspect to reduce but construction increase, and our resource requirement will mirror this change.

The effort required, and therefore resource allocation, for engagement (including LENSs), monitoring and project management is likely to remain relatively consistent throughout the Programme.

### Optimism bias and inflation

Please complete the optimism bias and inflation table. We suggest that for most actions authorities should use an optimism bias of 40%. For those actions which have a particularly high degree of innovation in construction/delivery, please use an optimism bias of 60%.

Please refer to the Green Book guidance for further information on optimism bias. We expect that the level of optimism bias will be reduced in future development phases.

Percentage per year	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	TOTAL (£ thousands)
Optimism Bias	36	119	284	285	242	664	1630
Inflation rate	0	6	15	15	13	35	85

### Other sources of funding

## Expression of Interest - Flood and Coastal Resilience Innovation Programme

Complete the other sources of funding table. Figures should be rounded to the nearest thousand pounds unless otherwise stated.

Income per year (£ thousands)	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	TOTAL (£ thousands)
Resilience Fund	138	448	1119	1123	958	2671	6460
Contributions	200	275	35	100	200	40	850
Total Income	538	998	1189	1323	1358	2751	7310
Variance between expenditure and income	NA	NA	NA	NA	NA	NA	NA

We are particularly interested in projects which seek to develop innovative and/or commercial funding sources.

What other sources of funding (or in-kind contributions) will contribute to this project?

How will the other sources of funding link together with the programme funding?

Has other funding already been secured?

If other funding has not been secured, how likely is it to happen and when will you know?

We have **secured contributions** from SGC (through the YM and their Climate Emergency fund), BCC (through the Frome Gateway project) and included these in the above table.

In addition, **BCC will commit** to at least £40k p/a from 2022/23 onwards which will go towards future maintenance costs (and therefore haven't been included in the above table).

WW have identified **potential contributions** (if our bid is successful) through partnership contributions towards the development and construction of SuDS retrofit projects where there would be a reduction in flow to public sewers. If we are successful, WW will also consider developing a parallel bid for the OFWAT Innovation Resilience Fund.

The purpose of our proposed LENS process is to **leverage funding from private sources** (businesses) so we fully expect including such contributions during completion of the project.

### Data protection

We are the Environment Agency and we run the Flood and Coastal Resilience Innovation Programme. We are the data controller for this service. A data controller determines how and why personal data (personal information) is processed. Our personal information charter ([www.gov.uk/government/organisations/environment-agency/about/personal-information](http://www.gov.uk/government/organisations/environment-agency/about/personal-information))

## Expression of Interest - Flood and Coastal Resilience Innovation Programme

[charter](#)) explains how we deal with your personal information. Go to GOV.UK and search 'Environment Agency personal information charter'.

The personal data we collect about you includes:

- Full name
- Organisation
- Work email address
- Work phone number

We are allowed to process your personal data because it is needed to be able to manage this programme. By completing this Expression of Interest form and the signed and dated declaration below, you consent to us doing so. We will keep your details until the project is closed or until you withdraw your consent.

### Declaration

I provide my consent for my data to be held and processed by the Environment Agency for the purposes Flood and Coastal Resilience Innovation Programme only.

Signature

Date

Risk No	Risk Status	Risk Description Cause - Risk - Impact	Risk Owner	Chance of occurring (with mitigation in place)	Minimum cost £	Most likely cost £	Maximum Cost £	Mitigation	Mitigation Owner	Assumptions	Workstream/activity	Aspect	MEV	Share of 50th percentile	Share of 95th percentile
1	Live	Global risks such as pandemic, war, recession and geo-political are excluded.		0%	£0	£0	£100,000	Occurrence beyond control of programme team Minimise exposure where possible within contracts	BCC	Global risks such as pandemic, war, recession and geo-political are excluded. An occurrence of these risks would result in the project being cancelled, additional funding or a reduction in scope.	Programme wide (inc. OBC)	Strategic	£0	£0	£0
2	Live	If there is a change of key individuals (sponsor or senior user) or member(s) of staff within Partner organisation(s) leading to reconsiderations, changing opinions and loss of momentum.  Then risk of delay and cost increase leading to variations, due to: a) Changes in scope b) Differing viewpoints from staff c) Loss of information due to the possibility of lack of adequate documentation with previous staff. Subsequently a demotivated project team and disappointed project sponsor.	BCC	20%	£0	£25,000	£100,000	Preparation of a robust business case. (principally management case) Secure signoff of business case from the Partners Setting up a change management process that handles change requests, impact assessment, and recommendation or approval Secure commitment from all key individuals to minimise changes to the team Identify all the key individuals and create a communication structure Secure commitment from all key individuals to regular communication with project sponsor to anticipate any changes in organisation structure If there are any team changes, ensure there is a handover and commitment to the project thus far Maintain written records of key discussions and agreed points	BCC		Programme wide (inc. OBC)	Governance	£6,667	£6,886	£14,919
3	Live	If incomplete/ambiguous/inconsistent OBC, could lead to differing opinions between the Partner organisations or gaps in project remit Then additional cost and time to A) agree scope between partners B) Revise definition of proposals C) Secure assurance of revised OBC. If there is a lack of engagement & support from Local Elected Council Members AND/OR new local administration changes (e.g., post Council elections). Then the risk of delay and cost increase leading to variations, due to a) Changes in scope b) Requirement for additional evidence c) Reduction in Benefits	BCC	5%	£0	£10,000	£50,000	Secure signoff of business case from directors' board and seek early assurance from national team (draft stage) Robust Collaboration Agreement in place between partners Engagement strategy Early and proactive engagement in discussions and integrating councillor and community engagement	BCC		Programme wide (inc. OBC)	Governance	£750	£775	£1,678
4	Live	Community doesn't engage early with project or don't support project.  Then risk of delay and cost increase leading to variations, due to a) Late changes to project scope b) Cancelled projects c) Reduction in benefits	BCC as lead partner	20%	£0	£10,000	£100,000	Engagement strategy Early and proactive engagement in discussions Empower communities to influence scope/design Incorporate small changes in the scope (where able and applicable) to provide betterment to the communities Ensuring full publicity in accessible and visible forms Provision of support for meeting attendance Ensure the right format of event/programme.	BCC		Programme wide (inc. OBC)	Stakeholder	£4,667	£4,820	£10,443
5	Live	If a significant flood event occurs there could be an expectation by the public this investment would protect against the last flood. Then the risk of delay and cost increase leading to variations, due to a) Additional hydraulic modelling & analysis b) Changes in scope/project area of focus c) Changes in project scale d) Reduction in benefits If there is a disagreement between partners or a partner withdraws support. Then the risk of delay and cost increase leading to variations, due to a) Changes in scope b) Loss of partner sponsoring strategic drivers c) Additional time resolving disputes d) Reputational damage e) Loss of future collaboration opportunities f) Reduction in benefits g) Change in delivery	BCC as lead partner	2%	£10,000	£50,000	£200,000	Good public engagement about the scope of the project early on Avoid overselling the project's flood reduction and ensuring people understand its limitations (improving resilience not flood prevention)	BCC	Significant flood event only has a 2% AEP probability of happening Cost increase would be capped as Frome Strategy also being undertaken and would be a likely approach to deliver a bigger scheme if required	Programme wide (inc. OBC)	Weather	£1,367	£1,412	£3,058
6	Live	If there is failure to secure agreements to maintain new assets. Then the risk of delay and cost increase leading to variations, due to a) Late changes in scope/design b) Additional negotiation time c) Additional time resolving disputes d) Redesign to reduce maintenance e) Additional cost to secure agreements	BCC as lead partner	10%	£0	£100,000	£500,000	Regular partner meetings Robust Collaboration Agreement Minimising the need for future maintenance Early engagement with stakeholders about maintenance Open and frank discussions about who will maintain what Be prepared to drop "good options" than no one will maintain Use of capital funding to include measures to enable others to maintain Engage appropriate specialists to advise on environmental constraints Undertake appropriate desk and site surveys Early engagement with statutory stakeholders Apply best practice and seek to minimise environmental risks by altering designs to avoid potential receptors/habitats/etc Environmental reports already completed Tailor designs to avoid env constraints	BCC	Assets won't be built if there is no agreement to maintain or the cost to maintain is likely to be significant	Programme wide (inc. OBC)	Stakeholder	£15,000	£15,492	£33,567
7	Live	If there are environmental issue(s) at NFM site(s) - e.g. protected species, invasive species, heritage or archaeology issues.  Then the risk of delay and cost increase leading to variations, due to a) Late modification of NFM proposals to avoid impact and mitigate b) Designing mitigations c) Implementing mitigations.	BCC as lead partner	10%	£0	£10,000	£25,000	Seek advice from appropriate specialists and complete appropriate studies Undertake pre design utility searches Plan works for suitable season Avoid working areas with geotechnical risks or potential utilities Develop flexible designs that are tolerant of poor ground conditions	BCC		NFM	Environment	£1,083	£1,119	£2,424
8	Live	If there are geotechnical issue(s) at NFM site(s) - e.g., contaminated land, wet ground, weak ground, buried services.  Then the risk of delay and cost increase leading to variations, due to a) Late modification of NFM proposals to avoid impact and mitigate b) Designing mitigations c) Implementing mitigations.	BCC as lead partner	20%	£0	£10,000	£25,000	Good quality engagement - apply engagement strategy Build on FWAG's involvement Involve landowner in design and site selection process - respect their interests at heart Access land during appropriate season	BCC		NFM	Land	£1,833	£1,894	£4,103
9	Live	If there are land access issue(s) at NFM site(s) - e.g., a) An underestimation of landowner compensation requirement for NFM b) clash with the Environment Land Management Scheme c) clash with existing land management agreements.  Then the risk of delay and cost increase leading to variations, due to a) Redesign to satisfy landowners b) Avoiding land access.	BCC as lead partner	20%	£0	£10,000	£15,000	Engage potential suppliers during the preparation of business case to support the early development of options Clearly defined scope Effective challenging of scope and costing Incentivise delivery team to deliver the workstream within the allocated budget Pre OBC buy in from directors' board that costs align with scope and that the scope is fixed to avoid scope creep prior to tendering of contract	BCC		NFM	Supplier	£7,333	£7,574	£16,411
10	Live	If the tender outturn cost for delivery of the works on site exceed the cost estimate at outline business case.  Then the risk of delay and cost increase leading to variations, due to a) Securing a redesign to reduce costs b) Reduction in benefits or quality If materials are not available.  Then the risk of delay and cost increase leading to variations, due to a) Redesign to avoid materials b) Using alternative more expensive materials c) Reduced quality or design life d) Increase in importing costs	BCC as lead partner	5%	£0	£10,000	£30,000	Maximise use of locally site won materials Avoid designs that require tightly specified materials - flexible design Use of experienced contractor	BCC		NFM	Materials	£583	£602	£1,305
11	Live	If the tender outturn cost for design of the works on site exceed the cost estimate at outline business case.  Then the risk of delay and cost increase leading to variations, due to a) Reduction in scope to reduce costs b) Reduction in benefits or quality	BCC as lead partner	20%	£0	£10,000	£30,000	Engage potential suppliers during the preparation of business case to support the early development of options and secure buy-in from suppliers that costs are achievable Clearly defined scope Effective challenging of scope and costing Pre OBC buy in from directors' board that costs align with scope and that the scope is fixed to avoid scope creep prior to tendering of contract	BCC		NFM	Supplier	£2,333	£2,410	£5,222
12	Live	If unfavourable weather during surveys or construction of NFM.  Then the risk of delay and cost increase leading to variations, due to a) Additional costs for contractor to undertake the works b) Failure of survey to identify all constraints c) Potential for reduced quality or delivery on site d) Damage to land leading to claims.	BCC as lead partner	20%	£10,000	£30,000	£50,000	Programme works for an appropriate season Include float so that works can be delayed if weather is unfavourable Within contracts, enforceable definition of what constitutes a valid weather claim Minimise earthworks, vehicle movements within fields etc Use appropriate plant, materials and methods of working that are resilient to foreseeable conditions on site Use an experienced contractor or the farmer to undertake works	BCC	Works would be delivered gradually on site. Hence if we have problems with a contractor damaging land to deliver works we would be able to identify and resolve the issue before more claims arrive. A wet summer could result a lost delivery, we would need to pay for the contractor's waiting time	NFM	Weather	£6,000	£6,197	£13,427
13	Live	If not all required consent(s) are secured at NFM site(s) - e.g., a) Not scoped b) Non-compliant c) Poor stakeholder engagement d) An objection.  Then the risk of delay and cost increase leading to variations, due to a) A rework of design b) Change in construction c) Removal/demolition of site d) Reputational damage.	BCC as lead partner	10%	£0	£15,000	£50,000	Engage appropriate specialists to advise on consents Early engagement with statutory stakeholders and pre-ap advice. Apply best practice and seek to minimise the need for consents, e.g. avoid need for planning by avoiding creation of ponds where no pond already exists Engage appropriate specialists to advise on environmental constraints Undertake appropriate desk and site surveys Early engagement with statutory stakeholders Avoid sites with known environment issues Apply best practice and seek to minimise environmental risks by altering designs to avoid potential receptors/habitats/etc	BCC		NFM	Consents	£1,833	£1,894	£4,103
14	Live	If there are environmental issue(s) at SuDS site(s) - e.g. protected species, invasive species, heritage or archaeology issues.  Then the risk of delay and cost increase leading to variations, due to a) Late modification of SuDS proposals to avoid impact and mitigate b) Designing mitigations c) Implementing mitigations.	BCC as lead partner	10%	£0	£10,000	£50,000	Seek advice from appropriate specialists and complete appropriate studies Undertake pre design utility searches Plan works for suitable season Avoid working areas with geotechnical risks or potential utilities Develop flexible designs that are tolerant of poor ground conditions	BCC		SuDS	Environment	£1,500	£1,549	£3,357
15	Live	If there are geotechnical issue(s) at SuDS site(s) - e.g., contaminated land, wet ground, weak ground, buried services.  Then the risk of delay and cost increase leading to variations, due to a) Late modification of SuDS proposals to avoid impact and mitigate b) Designing mitigations c) Implementing mitigations.	BCC as lead partner	30%	£0	£100,000	£250,000		BCC		SuDS	Ground	£32,500	£33,567	£72,729



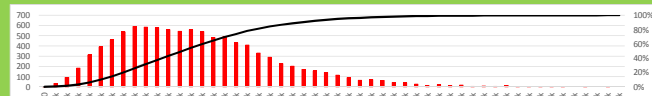
Value of NFM (without risk)	£585,500
Value of SuDS (without risk)	£816,000
Value of River Restoration at Frome GW	£2,000,000
Value of IPF (without risk)	£100,000
Value of Policy Challenge (without risk)	£50,000
Value of Culvert Monitoring (without risk)	£252,000
Monitoring and evaluation (without risk)	£150,000

\*Note 1 Time is not a simulation parameter and should be translated into a cost  
\*Note 2 The simulation assumes zero correlation of risks. Where correlation exists values should be collated and entered into a single row



19	Live	If there are land access issue(s) at SuDS site(s) – e.g., a) An underestimation of landowner compensation requirement for SuDS. Then the risk of delay and cost increase leading to variations, due to a) Securing a redesign to satisfy landowners b) Avoiding land access.	BCC as lead partner	20%	£0	£10,000	£50,000	Identify landowners and tenants Seek to select sites with compliant landowners e.g. council held land Good quality engagement - apply engagement strategy Involve landowner in design process - respect their interests at heart Access land at appropriate time to minimise impact on landowner	BCC	SuDS	Land	£3,000	£3,098	£6,713
20	Live	If the tender outturn cost for delivery of the works on site exceed the cost estimate at outline business case. Then the risk of delay and cost increase leading to variations, due to a) Redesign to reduce costs b) Reduction in benefits or quality	BCC as lead partner	20%	£0	£50,000	£100,000	Engage potential suppliers during the preparation of business case to support the early development of options Clearly defined scope Effective challenging of scope and costing Incentivise delivery team to deliver the workstream within the allocated budget Pre OBC buy in from directors' board that costs align with scope and that the scope is fixed to avoid scope creep prior to tendering of contract	BCC	SuDS	Supplier	£10,000	£10,328	£22,378
21	Live	If materials are not available. Then the risk of delay and cost increase leading to variations, due to a) Redesign to avoid materials b) Using alternative more expensive materials c) Reduced quality or design life d) Increase in importing costs	BCC as lead partner	20%	£0	£20,000	£50,000	Minimise the use of materials manufactured outside UK Minimise the use of materials that need to be imported to site Maximise use of locally available materials Avoid designs that require tightly specified materials - flexible design Keep designs simple Use of experienced contractor	BCC	SuDS	Materials	£4,333	£4,476	£9,697
22	Live	If the tender outturn cost for design of the works on site exceed the cost estimate at outline business case. Then the risk of delay and cost increase leading to variations, due to a) Reduction in scope to reduce costs b) Reduction in benefits or quality	BCC as lead partner	20%	£0	£20,000	£50,000	Engage potential suppliers during the preparation of business case to support the early development of options and secure buy-in from suppliers that costs are achievable Clearly defined scope Effective challenging of scope and costing Pre OBC buy in from directors' board that costs align with scope and that the scope is fixed to avoid scope creep prior to tendering of contract	BCC	SuDS	Supplier	£4,333	£4,476	£9,697
23	Live	If unfavourable weather during surveys or construction of SuDS. Then the risk of delay and cost increase leading to variations, due to a) Additional costs for contractor to undertake the works b) Failure of survey to identify all constraints c) Potential for reduced quality or delivery on site	BCC as lead partner	10%	£0	£20,000	£50,000	Within contracts, enforceable definition of what constitutes a valid weather claim Minimise earthworks Use an experienced contractor Use appropriate plant, materials and methods of working that are resilient to foreseeable conditions on site	BCC	SuDS	Weather	£2,167	£2,238	£4,849
24	Live	If not all required consent(s) are secured at SuDS site(s) – e.g., a) Not scoped b) Non-compliant c) Poor stakeholder engagement d) An objection. Then the risk of delay and cost increase leading to variations, due to a) A rework of design b) Change in construction c) Removal of installed works at site d) Reputational damage.	BCC as lead partner	10%	£0	£30,000	£100,000	Engage appropriate specialists to advise on consents Early engagement with statutory stakeholders and pre-ap advice. Apply best practice and seek to minimise the need for consents.	BCC	SuDS	Consents	£3,667	£3,787	£8,205
25	Live	If the Yate Master Plan progresses at a slower or faster speed than anticipated or is dropped Then the business need is changed. A) Potential need to change speed of delivery B) Potential reduced benefits C) Redesign.	BCC as lead partner	20%	£0	£10,000	£50,000	Develop interface management plan Good dialogue between projects Consistent director level governance Secure agreement from directors' board early Minimise reliance on Yate Master Plan, be able to achieve without significant change or failing to deliver benefits	BCC	SuDS	Interface	£3,000	£3,098	£6,713
26	Past													
27	Live	If there are environmental issue(s) at the site - e.g. protected species, heritage or archaeology issues. Then the risk of delay and cost increase leading to variations, due to a) Late modification of proposals to avoid/mitigate b) Designing mitigations c) Implementing mitigations.	BCC as lead partner	20%	£0	£25,000	£100,000	Engage appropriate specialists to advise on environmental constraints Undertake appropriate desk and site surveys Early engagement with statutory stakeholders Apply best practice and seek to minimise environmental risks by altering designs to avoid potential receptors/habitats/etc	BCC	Frome Gateway	Environment	£6,667	£6,886	£14,919
28	Live	If there are geotechnical issue(s) at site - e.g., more contaminated land than expected, wet ground, weak ground, unidentified buried services. Then the risk of delay and cost increase leading to variations, due to a) Late modification of proposals to avoid impact and mitigate b) Designing mitigations c) Implementing mitigations.	BCC as lead partner	30%	£0	£100,000	£250,000	Seek advice from appropriate specialists and complete appropriate studies Undertake pre design utility searches Plan works for suitable season Avoid working areas with geotechnical risks or potential utilities Develop flexible designs that are tolerant of poor ground conditions	BCC	Frome Gateway	Ground	£32,500	£33,567	£72,729
29	Live	If there are land access issue(s) at site – e.g., a) An underestimation of landowner compensation requirement. Then the risk of delay and cost increase leading to variations, due to a) Securing a redesign to satisfy landowners b) Avoiding land access.	BCC as lead partner	5%	£0	£10,000	£25,000	Aim to implement works from council controlled land (park side) Design concept based around minimal changes to the park, primary changes in channel. Good quality engagement with relevant council team Undertake works during appropriate season that respects existing site users	BCC	Frome Gateway	Land	£542	£559	£1,212
30	Live	If the tender outturn cost for delivery of the works on site exceed the cost estimate at outline business case. Then the risk of delay and cost increase leading to variations, due to a) Redesign to reduce costs b) Reduction in benefits or quality	BCC as lead partner	20%	£0	£100,000	£250,000	Engage potential suppliers during the preparation of business case to support the early development of options Clearly defined scope Effective challenging of scope and costing Incentivise delivery team to deliver the workstream within the allocated budget Pre OBC buy in from directors' board that costs align with scope and that the scope is fixed to avoid scope creep prior to tendering of contract	BCC	Frome Gateway	Supplier	£21,667	£22,378	£48,486
31	Live	If materials are not available. Then the risk of delay and cost increase leading to variations, due to a) Redesign to avoid materials b) Using alternative more expensive materials c) Reduced quality or design life d) Increase in importing costs	BCC as lead partner	20%	£0	£20,000	£50,000	Minimise the use of materials manufactured outside UK Minimise the use of materials that need to be imported to site Maximise use of locally available materials Avoid designs that require tightly specified materials - flexible design Keep designs simple Use of experienced contractor	BCC	Frome Gateway	Materials	£4,333	£4,476	£9,697
32	Live	If the tender outturn cost for design of the works on site exceed the cost estimate at outline business case. Then the risk of delay and cost increase leading to variations, due to a) Reduction in scope to reduce costs b) Reduction in benefits or quality	BCC as lead partner	20%	£0	£20,000	£50,000	Engage potential suppliers during the preparation of business case to support the early development of options and secure buy-in from suppliers that costs are achievable Clearly defined scope Effective challenging of scope and costing Pre OBC buy in from directors' board that costs align with scope and that the scope is fixed to avoid scope creep prior to tendering of contract	BCC	Frome Gateway	Supplier	£4,333	£4,476	£9,697
33	Live	If unfavourable weather during surveys or construction of works Then the risk of delay and cost increase leading to variations, due to a) Additional costs for contractor to undertake the works b) Failure of survey to identify all constraints c) Potential for reduced quality or delivery on site	BCC as lead partner	10%	£0	£20,000	£100,000	Within contracts, enforceable definition of what constitutes a valid weather claim Minimise earthworks Use an experienced contractor Use appropriate plant, materials and methods of working that are resilient to	BCC	Frome Gateway	Weather	£3,000	£3,098	£6,713
34	Live	If not all required consent(s) are secured for works – e.g., a) Not scoped b) Non-compliant c) Poor stakeholder engagement d) An objection. Then the risk of delay and cost increase leading to variations, due to a) A rework of design b) Change in construction c) Removal of installed works at site d) Reputational damage.	BCC as lead partner	10%	£0	£100,000	£250,000	Engage appropriate specialists to advise on consents Draw clear boundaries with the redevelopment project, this investment would not seek to solve all their flood problems. Develop a design that has no land raising, only create floodplain volume Early engagement with statutory stakeholders and pre-ap advice Apply best practice	BCC	Frome Gateway	Consents	£10,833	£11,189	£24,243
35	Live	If Frome Gateway progresses at a slower or faster speed than anticipated or is dropped Then the business need is changed. A) Potential need to change speed of delivery. B) Potential reduced benefits. C) Potential for more complex interfacing with Frome Gateway on site.	BCC as lead partner	20%	£0	£20,000	£50,000	Develop interface management plan Utilisation of consistent strategic partner consultant support on both projects Good dialogue between projects Consistent director level governance Secure agreement from directors' board early Minimise reliance on Frome Gateway, be able to achieve without significant change or failing to deliver benefits	BCC	Frome Gateway	Interface	£4,333	£4,476	£9,697
36	Live	If developers don't want to engage with the proposals, not prepared to fund (or provide insufficient funds), or support delivery by undertaking elements of works Then additional input required to try to A) secure alternate/top-up funding B) Reduced benefit. C) Redesign to make attractive to developers	BCC as lead partner	0%	£0	£0	£0	Consistent face for engagement with businesses Be mindful of the need to see the project from the developer's perspective. Give them a reason to want to invest Sustain good project momentum Minimise reliance on developers for funding	BCC	Frome Gateway	Stakeholder	£0	£0	£0
37	Past													
38	Live	If there are environmental issue(s) at the site - e.g. protected species, invasive species, heritage or archaeology issues. Then the risk of delay and cost increase leading to variations, due to a) Late modification of proposals to avoid/mitigate b) Designing mitigations c) Implementing mitigations.	BCC as lead partner	10%	£0	£2,500	£5,000	Engage appropriate specialists to advise on environmental constraints Undertake appropriate desk and site surveys Plan works for suitable season Early engagement with statutory stakeholders Apply best practice and seek to minimise environmental risks by altering designs to avoid potential receptors/habitats/etc	BCC	Culvert monitoring	Environment	£250	£258	£559
39	Live	If the culvert is in worse condition than expected, unidentified contaminants Then the risk of delay and cost increase leading to variations, due to a) Late modification of proposals/methods to avoid impact and mitigate b) Designing/method mitigations c) Implementing mitigations. d) reduced monitoring	BCC as lead partner	5%	£0	£1,000	£2,500	Seek advice from appropriate specialists and complete appropriate studies Undertake pre design utility searches Avoid working areas with geotechnical/structural risks or potential utilities Develop flexible designs that are tolerant of poor ground/structural conditions	BCC	Culvert monitoring	Ground	£54	£56	£121
40	Live	If there are land access issue(s) at site – e.g., a) a landowner does not permit access or installation of equipment Then the risk of delay and cost increase leading to variations, due to a) Redesign or change in method to satisfy landowners b) Avoiding land access.	BCC as lead partner	5%	£0	£1,000	£2,500	Aim to implement works from council controlled land Good quality engagement with relevant council team Undertake works during appropriate season that respects existing site users Engage potential suppliers during the preparation of business case to support the development of options	BCC	Culvert monitoring	Land	£54	£56	£121
41	Live	If the tender outturn cost for delivery of the works on site exceed the cost estimate at outline business case. Then the risk of delay and cost increase leading to variations, due to a) Redesign to reduce costs b) Reduction in benefits or quality	BCC as lead partner	20%	£0	£20,000	£50,000	Clearly defined scope Effective challenging of scope and costing Incentivise delivery team to deliver the workstream within the allocated budget Pre OBC buy in from directors' board that costs align with scope and that the scope is fixed to avoid scope creep prior to tendering of contract	BCC	Culvert monitoring	Supplier	£4,333	£4,476	£9,697

42	Live	If the tender overrun cost for design of the works on site exceed the cost estimate at outline business case. Then the risk of delay and cost increase leading to variations, due to a) Reduction in scope to reduce costs b) Reduction in benefits or quality	BCC as lead partner	20%	£0	£5,000	£10,000	Engage potential suppliers during the preparation of business case to support the early development of options and secure buy-in from suppliers that costs are achievable Clearly defined scope Effective challenging of scope and costing Pre OBC buy in from directors' board that costs align with scope and that the scope is fixed to avoid scope creep prior to tendering of contract	BCC		Culvert monitoring	Supplier	£1,000	£1,033	£2,238
43	Live	If monitoring equipment is not available. Then the risk of delay and cost increase leading to variations, due to a) Using alternative more expensive equipment/methods c) Reduced quality d) Increase in importing costs	BCC as lead partner	20%	£0	£5,000	£10,000	Involve supply chain during design phase Minimise use of equipment that needs to be imported to the UK Order equipment early	BCC	If equipment is not available without significant increase in cost then we would alter the design to achieve similar outcomes at a lower cost or drop that element of the works or wait until equipment is available	Culvert monitoring	Materials	£1,000	£1,033	£2,238
44	Live	If unfavourable weather during surveys or installation Then the risk of delay and cost increase leading to variations, due to a) Additional costs for contractor to undertake the surveys/installation b) Potential for reduced quality or delivery on site If not all required consent(s) are secured for works - e.g., a) Not scoped b) Non-compliant c) Poor stakeholder engagement d) An objection.	BCC as lead partner	5%	£0	£5,000	£10,000	Within contracts, enforceable definition of what constitutes a valid weather claim Use an experienced contractor Use appropriate plant, materials and methods of working that are resilient to	BCC		Culvert monitoring	Weather	£250	£258	£559
45	Live	Then the risk of delay and cost increase leading to variations, due to a) Revision of proposals b) Change in method c) Removal of equipment d) Reputational damage.	BCC as lead partner	5%	£0	£5,000	£7,500	Engage appropriate specialists to advise on consents Early engagement with statutory stakeholders and pre-approve advice Apply best practice and seek to minimise the need for consents	BCC		Culvert monitoring	Consents	£229	£237	£513
46	Live	If IT issues arise relating to connectivity and compatibility between systems, or more licencing costs than anticipated	BCC as lead partner	5%	£0	£5,000	£10,000	Follow advice of appropriate specialists Don't be too ambitious - develop a "minimum viable product" that can be scaled/improved	BCC		Culvert monitoring	Interface	£250	£258	£559
47	Paet	Then a) cost to develop solution b) reduced capability or c) additional licences													
48	Paet														
49	Live	If engaging a innovative funding specialist is more expensive than anticipated. Or, setting up virtual market place is more complex than anticipated, data security, or more licencing costs than anticipated Then a) cost to develop solution b) reduced capability or c) additional licences	BCC as lead partner	20%	£0	£10,000	£25,000	Engage potential suppliers during the preparation of business case to support the early development of options and secure buy-in from suppliers that costs are achievable Clearly defined scope Effective challenging of scope and costing Pre OBC buy in from directors' board that costs align with scope and that the scope is fixed to avoid scope creep prior to tendering of contract	BCC		Innovative Funding	Supplier	£2,167	£2,238	£4,849
50	Live	If loss of continuity with businesses due to changing staff or poor business engagement e.g. due to poor supplier performance Then we may need to investment more to achieve the same funding outcome or we may need to cut the scope/quality	BCC as lead partner	30%	£0	£20,000	£30,000	Consistent face for engagement with businesses Experienced supplier with proven track record Sustaining good project momentum	BCC		Innovative Funding	Stakeholder	£5,500	£5,681	£12,308
51	Live	If we are competing with others for funding, e.g. crowding/confusion over number of funding market places, we may experience a poor response from businesses Then we may need to a) collaborate with other bodies to promote a single less confusing crowding of the market place leading to additional cost. B) invest more to ensure our message is heard C) accept less funding leading to reduced scope/quality	BCC as lead partner	10%	£0	£10,000	£15,000	Work with other partnerships such as WENP and BACP to provide stakeholders with consistent messaging. Aim to work together rather than compete Follow engagement plan	BCC		Innovative Funding	Stakeholder	£917	£947	£2,051
52	Paet														
53	Live	If businesses not interested in investing in the projects we can offer due to scale, type of option, location etc Then this could result in A) further time to identify new opportunities B) further time to approach other businesses C) additional effort to sell same opportunities harder D) accepting less funding and hence reducing scope/quality	BCC as lead partner	10%	£0	£10,000	£15,000	Develop accessible opportunity mapping to generate interest and engage businesses Have a range of potential project types for businesses to get involved with Engage a wide range of business types (size, sector, location)	BCC		Innovative Funding	Stakeholder	£917	£947	£2,051
54	Live	If partnered business is identified late as not being a suitable partner e.g. due to ethical or environmental concerns Then there could be reputational damage from being associated with the business. Would result in additional cost to break relationship and could lead to a reduction in scope/quality.	BCC as lead partner	2%	£0	£25,000	£50,000	Good due diligence Directors' board oversight on businesses that we plan to work with	BCC		Innovative Funding	Stakeholder	£500	£516	£1,119
55	Paet														
56	Live	If stakeholders don't willingly engage Then additional input may be required to encourage engagement, find alternate contacts or revised the methodology	BCC as lead partner	5%	£0	£5,000	£15,000	Use of early engagement survey to identify and allow corrective action if stakeholders are failing to engage. Secure buy-in from stakeholders at OBC stage that they will be involved post OBC	BCC		Policy Challenge	Stakeholder	£292	£301	£653
57	Live	If Defra requires more input to the policy challenge than anticipated, e.g. more workshops, consulting with other projects etc Then additional time and resource	BCC as lead partner	20%	£0	£5,000	£10,000	Engagement with Defra during preparation of scope Use of workshops to discuss the policy challenge. Schedule workshops at appropriate stages of the policy challenge (well in advance and with adequate time to discuss topic) In addition to workshops, use of stakeholder engagement surveys to gauge opinions and identify the breadth of views held by the group Plan for follow up meetings and one-to-ones after workshops and on receipt of comments to work through discussion points and find appropriate courses of action	BCC	Project would be able to push back against Defra or secure additional funding	Policy Challenge	Stakeholder	£1,000	£1,033	£2,238
58	Live	If the stakeholders don't agree on topics to challenge, or on the findings of the report Then additional time to discuss and agree way forward	BCC as lead partner	20%	£0	£5,000	£10,000	Build in capacity to permit individuals to have differing views Engage potential suppliers during the preparation of business case to support the early development of options and secure buy-in from suppliers that costs are achievable Clearly defined scope Effective challenging of scope and costing Pre OBC buy in from directors' board that costs align with scope and that the scope is fixed to avoid scope creep prior to tendering of contract	BCC		Policy Challenge	Stakeholder	£1,000	£1,033	£2,238
59	Live	If engaging a consultant to undertake the policy challenge is more expensive than anticipated. Then a) additional cost b) reworking of scope to reduce cost with potential for reduced benefits	BCC as lead partner	20%	£0	£5,000	£10,000	Engage potential suppliers during the preparation of business case to support the early development of options and secure buy-in from suppliers that costs are achievable Clearly defined scope Effective challenging of scope and costing Pre OBC buy in from directors' board that costs align with scope and that the scope is fixed to avoid scope creep prior to tendering of contract	BCC		Policy Challenge	Supplier	£1,000	£1,033	£2,238
60	Paet														
61	Live	If the scale of monitoring and evaluation is more than anticipated Then baseline data may not be readily available for impacting learning. May require more sites/higher frequency/more parameters/longer period/more accurate, all impacting on cost	BCC as lead partner	20%	£0	£25,000	£30,000	Mitigation to be developed once monitoring scoped	BCC	Assume if price of monitoring rises significantly then it would be cut back to retain proportionality	Post delivery (monitoring & dissemination)	Monitoring & evaluation	£4,333	£4,476	£9,697
62	Paet			0%	£0	£0	£0						£0	£0	£0
63	Paet			0%	£0	£0	£0						£0	£0	£0
64	Paet			0%	£0	£0	£0						£0	£0	£0
65	Paet			0%	£0	£0	£0						£0	£0	£0
66	Paet			0%	£0	£0	£0						£0	£0	£0
67	Paet			0%	£0	£0	£0						£0	£0	£0
68	Paet			0%	£0	£0	£0						£0	£0	£0
69	Paet			0%	£0	£0	£0						£0	£0	£0
70	Paet			0%	£0	£0	£0						£0	£0	£0
71	Paet			0%	£0	£0	£0						£0	£0	£0
72	Paet			0%	£0	£0	£0						£0	£0	£0
73	Paet			0%	£0	£0	£0						£0	£0	£0
74	Paet			0%	£0	£0	£0						£0	£0	£0
75	Paet			0%	£0	£0	£0						£0	£0	£0
76	Paet			0%	£0	£0	£0						£0	£0	£0
77	Paet			0%	£0	£0	£0						£0	£0	£0
78	Paet			0%	£0	£0	£0						£0	£0	£0
79	Paet			0%	£0	£0	£0						£0	£0	£0
80	Paet			0%	£0	£0	£0						£0	£0	£0
81	Paet			0%	£0	£0	£0						£0	£0	£0
82	Paet			0%	£0	£0	£0						£0	£0	£0
83	Paet			0%	£0	£0	£0						£0	£0	£0
84	Paet			0%	£0	£0	£0						£0	£0	£0
85	Paet			0%	£0	£0	£0						£0	£0	£0
86	Paet			0%	£0	£0	£0						£0	£0	£0
87	Paet			0%	£0	£0	£0						£0	£0	£0
88	Paet			0%	£0	£0	£0						£0	£0	£0
89	Paet			0%	£0	£0	£0						£0	£0	£0
90	Paet			0%	£0	£0	£0						£0	£0	£0
91	Paet			0%	£0	£0	£0						£0	£0	£0
92	Paet			0%	£0	£0	£0						£0	£0	£0
93	Paet			0%	£0	£0	£0						£0	£0	£0
94	Paet			0%	£0	£0	£0						£0	£0	£0
95	Paet			0%	£0	£0	£0						£0	£0	£0
96	Paet			0%	£0	£0	£0						£0	£0	£0
97	Paet			0%	£0	£0	£0						£0	£0	£0
98	Paet			0%	£0	£0	£0						£0	£0	£0
99	Paet			0%	£0	£0	£0						£0	£0	£0
100	Paet			0%	£0	£0	£0						£0	£0	£0





**Top 5 Risks (MEV)**

Rank	Risk ID	Risk Description	MEV
------	---------	------------------	-----

626  
641  
651  
652  
653  
654  
655  
656  
657  
658  
659  
660  
661  
662  
663  
664  
665  
666  
667  
668  
669  
670  
671  
672  
673  
674  
675  
676  
677  
678  
679  
680  
681  
682  
683  
684  
685  
686  
687  
688  
689  
690  
691  
692  
693  
694  
695  
696  
697  
698  
699  
700  
701  
702  
703  
704  
705  
706  
707  
708  
709  
710  
711  
712  
713  
714  
715  
716  
717  
718  
719  
720  
721  
722  
723  
724  
725  
726  
727  
728  
729  
730  
731  
732  
733  
734  
735  
736  
737  
738  
739  
740  
741  
742  
743  
744  
745  
746  
747  
748  
749  
750  
751  
752  
753  
754  
755  
756  
757  
758  
759  
760  
761  
762  
763  
764  
765  
766  
767  
768  
769  
770  
771  
772  
773  
774  
775  
776  
777  
778  
779  
780  
781  
782  
783  
784  
785  
786  
787  
788  
789  
790  
791  
792  
793  
794  
795  
796  
797  
798  
799  
800  
801  
802  
803  
804  
805  
806  
807  
808  
809  
810  
811  
812  
813  
814  
815  
816  
817  
818  
819  
820  
821  
822  
823  
824  
825  
826  
827  
828  
829  
830  
831  
832  
833  
834  
835  
836  
837  
838  
839  
840  
841  
842  
843  
844  
845  
846  
847  
848  
849  
850  
851  
852  
853  
854  
855  
856  
857  
858  
859  
860  
861  
862  
863  
864  
865  
866  
867  
868  
869  
870  
871  
872  
873  
874  
875  
876  
877  
878  
879  
880  
881  
882  
883  
884  
885  
886  
887  
888  
889  
890  
891  
892  
893  
894  
895  
896  
897  
898  
899  
900  
901  
902  
903  
904  
905  
906  
907  
908  
909  
910  
911  
912  
913  
914  
915  
916  
917  
918  
919  
920  
921  
922  
923  
924  
925  
926  
927  
928  
929  
930  
931  
932  
933  
934  
935  
936  
937  
938  
939  
940  
941  
942  
943  
944  
945  
946  
947  
948  
949  
950  
951  
952  
953  
954  
955  
956  
957  
958  
959  
960  
961  
962  
963  
964  
965  
966  
967  
968  
969  
970  
971  
972  
973  
974  
975  
976  
977  
978  
979  
980  
981  
982  
983  
984  
985  
986  
987  
988  
989  
990  
991  
992  
993  
994  
995  
996  
997  
998  
999  
1000

# Equality Impact Assessment [version 2.9]



Title: Frome Catchment Innovation Programme	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input checked="" type="checkbox"/> Other [please state] Programme of projects	<input checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Economy of Place	Lead Officer name: Matthew Sugden
Service Area: City Transport	Lead Officer role: Principal Flood Risk Officer

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

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

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

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

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

The programme aims to demonstrate how practical innovative actions can work to improve resilience to flooding. It is needed because the River Frome has been identified as a priority catchment by the Environment Agency (EA) and Bristol Avon Catchment Partnership (BACP), and hydraulic modelling indicates that the flood risk posed from the Frome in Bristol will go from being relatively manageable today, to a significant risk to people and property as we progress through the century. The objectives of the programme are to:

- Increase the resilience of communities and infrastructure at risk of flooding in the Frome catchment
- Demonstrate and quantify the benefits of natural flood management measures and retrofitting SuDS
- Support sustainable growth and regeneration throughout the Frome catchment area
- Improve local monitoring systems in central Bristol to increase flood resilience
- Engage with residents and businesses to understand flood risk and measures they can take to improve their resilience to flooding
- Engage with businesses to facilitate innovative funding mechanisms to contribute towards nature based solutions

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

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

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

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

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

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

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

Please note that individual projects sitting within the programme are likely to require their own individual equality impact assessments at a later stage. This will be identified in project specific Full Business Cases to be developed post OBC approval.

## 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><b>% who find it difficult to manage financially (Quality of Life Survey 2020/21):</b></p> <p>Bristol average: 6.8%</p> <p>Lockleaze: 10.5%</p> <p>Frome Vale: 1.9%</p> <p>Eastville: 6.4%</p> <p>Ashley: 7.9%</p> <p>Easton: 7.4%</p>	<p>The population of citizens in Lawrence Hill that find it difficult to manage financially is more than double the Bristol average. This tells us that citizens in Lawrence Hill ward may benefit more than other areas within the river Frome catchment from measures that increase those citizens' resilience to flooding. This is because people who find it difficult to manage financially are likely to be more adversely affected by flooding due to the financial impacts that recovering from flooding can have. The population of citizens in Frome Vale who find it difficult to manage financially is far lower than the Bristol average. This tells us that there may be more opportunity to help those communities to work with us to increase flood resilience using measures that they may be able to</p>

Lawrence Hill: 14.3%	contribute towards either financially or in kind.
<p><b>% whose home has been flooded during heavy downpours (Quality of Life Survey 2020/21):</b></p> <p>Bristol average: 1.6%</p> <p>Lockleaze: 0.8%</p> <p>Frome Vale: 0.5%</p> <p>Eastville: 0.0%</p> <p>Ashley: 0.7%</p> <p>Easton: 0.0%</p> <p>Lawrence Hill: 2.7%</p>	Lawrence Hill is the only ward within the river Frome catchment with a population of citizens whose home has been flooded during heavy downpours. This tells us there may be more of a need in Lawrence Hill ward in comparison to other wards in the Frome river catchment to increase resilience to flooding.
<p><b>% whose local roads have been flooded during heavy downpours (Quality of Life Survey 2020/21):</b></p> <p>Bristol average: 13.6%</p> <p>Lockleaze: 13.9%</p> <p>Frome Vale: 11.8%</p> <p>Eastville: 10.6%</p> <p>Ashley: 16.2%</p> <p>Easton: 15.3%</p> <p>Lawrence Hill: 12.6%</p>	The percentage of local roads that have been flooded during heavy downpours does not vary particularly significantly across wards in the Frome river catchment. This tells us there is a largely equal need across the area to increase the resilience of the road network to flooding.
<p><b>% whose day-to-day activities are limited (disability) (2011 Census):</b></p> <p>Bristol average: 16.7%</p> <p>Lockleaze: 19.5%</p> <p>Frome Vale: 22.3%</p> <p>Eastville: 16.5%</p> <p>Ashley: 12.5%</p> <p>Easton: 15.2%</p> <p>Lawrence Hill: 17.8%</p>	The need to design measures that do not adversely impact upon disabled people will need to be addressed at the design stage. The statistics show that this will be necessary across all wards, and may be particularly important in Frome Vale where the percentage of citizens whose day-to-day activities are limited is notably higher than the Bristol average.
<p><b>% whose main language is not English (2011 Census):</b></p> <p>Bristol average: 8.5%</p> <p>Lockleaze: 12.9%</p>	The percentage of all wards within the Frome river catchment with the exception of Frome Vale have a population of citizens whose main language is not English is higher than the Bristol average. Engagement with communities must be accessible to people who

Frome Vale: 7.9% Eastville: 14.1% Ashley: 13.8% Easton: 17.5% Lawrence Hill: 29.8%	cannot communicate or find it difficult to communicate in English. This is particularly important in the Lawrence Hill ward where the population of citizens whose main language is not English is over three times the Bristol average.
<b>Additional comments:</b>	

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

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

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

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

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

Although we have good data from QoL survey etc. there are gaps in citywide diversity data especially where this has not historically been required for statutory reporting. There may be some instances where we do not have enough information about the particular needs of disabled people to enable informed decision making around the detailed designs of certain measures without further engagement and consultation.

## 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.

To date the proposals have been informed by engagement undertaken by the Initial Frome Gateway community engagement and place principles work in 2019. This identified draft Place Principles which included "Opening up access to the River Frome", which influenced the inclusion of the lower Frome river restoration work stream. More recently, community engagement events held by the Frome Gateway team on the 17<sup>th</sup> and 19<sup>th</sup> February 2022 was attended by officers from the Frome Catchment Innovation Programme, and initiated conversations regarding the potential for river restoration and associated potential changes to Riverside Park.

In South Gloucestershire, land owners and farmers in areas that could be affected by natural flood management measures have been engaged through work supported by the Farming Wildlife Advisory Group and Bristol Avon

## 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 continue to engage with stakeholders throughout the course of planning and delivery by the means set out in the stakeholder engagement framework. The draft engagement framework is attached. One of the objectives of the engagement framework is to reach audiences less often heard from, to gain their participation with the programme and understand their appetite for physical interventions on the river. We will seek to identify and define hard to reach communities through existing networks and champions. These community members are those that have not engaged in flooding initiatives or conversations about the topic in the past. These may include community members with low levels of literacy, low levels of English, disabled people, young people and those with caring responsibilities. We will identify specific organisations to help us consider the best approaches and understand best practise to ensure our engagement is meaningful. We will build on our existing knowledge and understanding from previous engagement work in some areas. For example we know that over 30% of children live in poverty in the Frome Gateway area, safety outdoors is a concern for several different groups and in an area where car ownership is low, access to public transport is an issue. Approaches may include getting literature translated in community languages, holding workshops at a time and location that will make it accessible for these community members, having a presence at community events and creating relevant materials that will engage different communities such as increased use of social media for young people.

## 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. However see evidence in section 2.1 above which details significant disparities in outcomes relating to flood resilience for people in Bristol on the basis of their protected characteristics and where they live, which we will aim to address through accessible and inclusive delivery of the programme.

#### PROTECTED CHARACTERISTICS

<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Changes to the built environment could have a negative impact for disabled people if they reduce accessibility or cause significant disruption during works.
Mitigations:	Designs to be informed by local engagement and project specific qualities impact

	assessments
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	People living in higher levels of socio-economic deprivation are likely to be less resilient and disproportionately impacted by flooding.
Mitigations:	Options appraisal to consider beneficiaries and give higher weighting to options that benefit citizens with higher levels of socio-economic deprivation
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	
Mitigations:	

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

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

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

Improved flood resilience could have a particularly positive impact to people who have higher levels of socio-economic deprivation. These benefits can be maximised by applying a higher weighting to options that deliver benefits to citizens with a higher level of socio-economic deprivation. The proposal would therefore support our public sector equality duty to advance equality of opportunity 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.

<b>Summary of significant negative impacts and how they can be mitigated or justified:</b>
Changes to the built environment could have negative impacts on accessibility for disabled people. Designs to be informed by local engagement and project specific qualities impact assessments
<b>Summary of positive impacts / opportunities to promote the Public Sector Equality Duty:</b>
Improved flood resilience could have a particularly positive impact to people who have higher levels of socio-economic deprivation.

### 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
Undertake community level engagement and where necessary formal consultation on design options / proposals to gather necessary intelligence about specific disability needs that may need to be incorporated in to design solutions	Matthew Sugden	2022-27


### 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 Outline Business Case includes a monitoring and evaluation strategy that aims to monitor the benefits expected from the programme. An additional aim of the strategy will be included to monitor the impact of the interventions on people with protected characteristics.
--

## Step 5: Review

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

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off:</b> 
--	---

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





**Eco Impact Checklist**

<b>Title of report: Frome Catchment Innovation Programme</b>				
<b>Report author: Matthew Sugden</b>				
<b>Anticipated date of key decision 7<sup>th</sup> June 2022</b>				
<b>Summary of proposals:</b>				
<b>Will the proposal impact on...</b>	<b>Yes/ No</b>	<b>+ive or -ive</b>	<b>If Yes...</b>	
			<b>Briefly describe impact</b>	<b>Briefly describe Mitigation measures</b>
Emission of Climate Changing Gases?	Yes	-ive	There will be some emission of climate changing gases through the use of tools and vehicles and the embodied emissions in any hard landscaping.	Travel will be minimised through project planning and hard landscaping materials will be low in embodied emissions or be BRE Green Guide A or B rated materials and products where possible.
		+ive	Some planting measures are likely to sequester carbon dioxide from the atmosphere. Less flooding will mean fewer potential emissions from goods and materials and properties damaged or ruined.	The projects will be designed to measure the impact of emissions from works and sequestration from planting and achieve as favourable a balance as possible over the lifetime of the implemented features. <i>[Carbon factors are available for mileage by vehicle type, construction material embodied emissions and sequestration from planting].</i>
Bristol's resilience to the effects of climate change?	Yes	+ive	The programme will increase resilience to flooding (the risk of which is increased by climate change)	
Consumption of non-renewable resources?	Yes	-ive	Construction activities may require consumption of non-renewable resources.	Detailed designs to be supported by carbon assessments and designing out consumption of non-renewable resources. Hard landscaping

				materials will be low in embodied emissions or be BRE Green Guide A or B rated materials and products where possible.
Production, recycling or disposal of waste	Yes	+ive	Less flooding will mean less waste as fewer goods, materials and properties damaged or ruined.	
The appearance of the city?	Yes	+ive	The appearance of the lower river Frome in St Judes is proposed to be improved. Sustainable drainage measures aim to increase green infrastructure provision	
Pollution to land, water, or air?	Yes	+ive  -ive	Measures to reduce sewer overflows to the river are included in the proposals.  Construction activity will increase the risk of pollution to water during the works.	A construction-phase management plan will detail the measures to manage risk of pollution to watercourses and a suitable response plan in case an incident occurs that may cause or has caused pollution. This should be based on the council's spill response procedure.
Wildlife and habitats?	Yes	+ive	Measures to improve the habitat in and around the river Frome are included in the proposals	The projects will be designed to measure and increase biodiversity net gain significantly.
<b>Consulted with:</b>				
<b>Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u></b>				

The significant impacts of this proposal are to reduce flooding and the damage it causes, while improving the appearance and biodiversity of sections of the river. There are risks from embodied emissions and pollution from working near water during the project and carbon sequestration from planting after the project has been implemented.

The following measures to mitigate the impacts will be implemented: the projects will be designed to control travel, the embodied emissions of the materials used, and any potentially polluting processes, to minimise environmentally harmful impacts. The projects will be designed to increase biodiversity net gain and carbon sequestration using nature based solutions to enhance environmental benefits.

The net environmental effects of the proposals are far more likely to be beneficial than not over the lifetime of the installed features.

**Checklist completed by:**

Name:	Matthew Sugden
Dept.:	Economy of Place
Extension:	
Date:	23/03/2022
Verified by Environmental Performance Team	Giles Liddell, Project Manager - Environmental

# Decision Pathway – Report

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 07 June 2022

<b>TITLE</b>	<b>Integrated Community Equipment Services (ICES) Award and Contract Extension</b>		
<b>Ward(s)</b>	<b>City Wide</b>		
<b>Author:</b> Stephen Beet	<b>Job title:</b> Director - Adult Social Care		
<b>Cabinet lead:</b> Helen Holland, Cabinet Member for Adult Social Care and Integrated Care System	<b>Executive Director lead:</b> Hugh Evans, <b>Executive Director:</b> People		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>			
<ol style="list-style-type: none"> <li>1. For Cabinet to authorise the award of a new Integrated Community Equipment Services (ICES) contract to Medequip Assistive Technology Ltd from 1 October 2022. This is a five-year contract with option of one or more extensions to total no more than two additional years. The total maximum envelope value of the Bristol North Somerset and South Gloucestershire (BNSSG) contract is £5.9m per annum of which the BCC proportion is £1.5m per annum.</li>   <li>2. For Cabinet to approve the extension of the existing contract from 1 July 2022 to commencement of new contract (planned for 1<sup>st</sup> October 2022) with an estimated budget envelope of £381,000.</li> </ol>			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. This contract relates to the re-procurement of the ICES contract, in partnership with NHS Bristol North Somerset &amp; South Gloucestershire Clinical Commissioning Group (BNSSG CCG), South Gloucestershire Council (SGC) and North Somerset Council (NSC).</li> <li>2. Community equipment provision is a statutory duty. It is a vital element in enabling more people to live independently, maximising their mobility and ability to live at home, and reducing the impact of frailty or disability in the short and longer terms. It covers the provision of a wide range of mobility and homecare equipment to enable people with health and social care needs to live, manage, and be safely cared for in their homes. Equipment ranges from bathing and toileting aids, to beds, mattresses, and hoists. The provision is for both children’s and adult services.</li> <li>3. The procurement exercise for this contract concluded on 27 January 2021 and resulted in an award, but the outcome of the procurement exercise was challenged.</li> <li>4. In August 2021 BCC Cabinet approved a six-month extension of the contract (until 31 March 2022) to allow a re-evaluation of the original tender to take place, but this has proven to be insufficient time due to the challenge of the original procurement exercise.</li> <li>5. Upon completion of the re-evaluation process led by the CCG, a new contract is to be awarded, but this will not commence until 1 October 2022. The increased mobilisation time is necessary as the new contract brings together four existing contracts, and hence service delivery arrangements need to be revised. In addition, the ongoing COVID-19 situation and Brexit have both impacted on mobilisation.</li> <li>6. A decision has been taken by the Executive Director, People to extend the current contract by three months</li> </ol>			

until 30 June 2022 at a cost of £381 000 in order to allow this report to be taken to Cabinet on 7 June 2022 to agree the award and the approval of the remainder of the extension.

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

That Cabinet

1. Authorises the Executive Director, People in consultation with the Cabinet Member for Adult Social Care and the CCG and Integrated Care System to award a new Integrated Community Equipment Services (ICES) contract to Medequip Assistive Technology Ltd from 1 October 2022 in line with the maximum budget envelopes outlined in this report
2. Authorises the Executive Director, People to invoke any subsequent extensions/variatio ns specifically defined in the contract(s) being awarded, up to the maximum budget envelope outlined in this report.
3. Notes the Officer Executive decision taken on May 10<sup>th</sup> to extend the current contract by 3 months to 30 June 2022 to allow for the extension request at Cabinet on June 7<sup>th</sup> 2022.
4. Authorises the Executive Director People in consultation with the Cabinet Member for Adult Social Care and the CCG and Integrated Care System to further extend the current contract up to the commencement of the new contract (planned for 1 October 2022) within the budget envelope of £381,000.

#### **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 Community Equipment Services, which support people to remain independent in their own homes and communities.

#### **City Benefits:**

1. The Bristol Community Equipment Service is a key enabler to support system flow through prevention of hospital admission, support for hospital discharge, prevention of admission to care homes, supporting people to live independently and/or with care packages in their own homes. The contract offers local employment, and opportunities for apprenticeships.

#### **Consultation Details:**

1. NHS Bristol North Somerset & South Gloucestershire Clinical Commissioning Group (BNSSG CCG), South Gloucestershire Council (SGC) and North Somerset Council (NSC) have been consulted on this process.
2. Internal consultation with Legal, Procurement, Finance, Executive and Mayors Office and Executive Director on appropriate to proceed with this unforeseen contract extension.

#### **Background Documents:**

1. **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>
2. **Previous Cabinet Decision [Integrated Community Equipment Services \(ICES\) Contract Extension](#)**

<b>Revenue Cost</b>	£381,000 for the contract extension. £7.5m for new	<b>Source of Revenue Funding</b>	General Fund
---------------------	---	----------------------------------	--------------

	contract over 5 years with possible extension for £3m for up to 2 years.		
<b>Capital Cost</b>	£N/A	<b>Source of Capital Funding</b>	N/A
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input checked="" type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:**

This report seeks to approve the extension of the existing contract from 1 July 2022 for a 3 month period, with a budget envelope of £381,000. It further requests approval to give delegated authority to award a new contract for a period of 5 years at a cost of £7.5m with potential to extend for up to a further 2 years, at a maximum cost of £3m.

These contract costs will need to be contained within the existing People Directorate Budget envelope for Adult Social Care, Children's and Families Services and Education and Skills. This decision is beneficial to the Council and equipment spend supports people to live independently at home, therefore avoiding more costly alternatives. Therefore, the increased costs to the equipment budget would be expected to be offset by reduced spend elsewhere within care and support budgets and a realignment of budgets will be progressed to achieve a balanced position.

**Finance Business Partner:** Denise Hunt, Finance Business Partner, 10 May 2022

**2. Legal Advice:**

The new contract has been lawfully procured, with re-evaluation having been undertaken in order to deal with challenge made by the incumbent. The delay has necessitated an extension of the existing contract, with this being a statutory service. This variation to the existing agreement is permissible on the basis that, when aggregated with the previous extensions to date, it is within 50% of the value of the original contract and is being made due to both circumstances a diligent authority could not have foreseen (the challenge) (Reg 72(1)(c) Public Contracts Regulations 2015 ('PCR')) and that doing anything other than varying the existing contract would not be possible for economic or technical reasons (Reg 72(1)(b)(i) PCR) and would cause significant inconvenience (Reg 72(1)(b)(ii) PCR).

**Legal Team Leader:** Husinara Jones, Team Leader/ Solicitor, Commercial and Governance Team May 16<sup>th</sup> 2022

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

**IT Team Leader:** Gavin Arbuckle, Head of Service Improvement and Performance, IT May 25<sup>th</sup> 2022

**4. HR Advice:** The report presents no significant HR implications for Bristol City Council employees.

**HR Partner:** Lorna Laing, HR Business Partner – People, May 2022

<b>EDM Sign-off</b>	Hugh Evans	5 <sup>th</sup> May 2022
<b>Cabinet Member sign-off</b>	Cllr Helen Holland	10 <sup>th</sup> May 2022
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's office	12 <sup>th</sup> May 2022

<b>Appendix A – Further essential background / detail on the proposal</b>	<b>NO</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>

Appendix F – <a href="#">Eco-impact screening/ impact assessment of proposal</a>	NO
<b>Appendix G – Financial Advice</b>	NO
<b>Appendix H – Legal Advice</b>	NO
<b>Appendix I – Exempt Information</b>	NO
<b>Appendix J – HR advice</b>	NO
<b>Appendix K – ICT</b>	NO
<b>Appendix L – Procurement</b>	NO



# Equality Impact Assessment [version 2.9]



Title: Integrated Community Equipment Services (ICES) 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: Lucia Dorrington
Service Area: Adult Social Care	Lead Officer role: Deputy Director (Commissioning)

## 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.

<p>It is proposed that the Integrated Community Equipment Service (ICES) contract is extended from 1 July 2022 to commencement of a new contract. A new BNSSG wide contract is proposed to commence from 1<sup>st</sup> October 2022.</p> <p>Community equipment provision is a statutory duty. It is a vital element in enabling more people to live independently, maximising their mobility and ability to live at home, and reducing the impact of frailty or disability in the short and longer terms. It covers the provision of a wide range of mobility and homecare equipment to enable people with health and social care needs to live, manage, and be safely cared for in their homes. Equipment ranges from bathing and toileting aids, to beds, mattresses, and hoists. The provision is for both children’s and adults’ services.</p>
--

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

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

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

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

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


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

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

We have not identified any significant equality impact from the proposal. The service will continue to be delivered as currently specified, to enable people to get the community equipment they need to remain living independently usually as part of a rehabilitation programme after a stay in hospital or a medical intervention. Within the existing and future service specifications for the ICES there are expectations that the service is delivered in line with the Council's equalities duties.

### Step 5: Review

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

<p><b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i></p>	<p><b>Director Sign-Off:</b>  Stephen Beet Director of Adult Social Care</p>
<p>Date: 12/05/2022</p>	<p>Date: 12/5/2022</p>

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



## Decision Pathway – Report

---

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 07 June 2022

<b>TITLE</b>	<b>Old City &amp; King Street Pedestrianisation Scheme Full Business Case</b>		
<b>Ward(s)</b>	Central Ward		
<b>Author: Sam Green</b>	<b>Job title: Senior Transport Planner</b>		
<b>Cabinet lead: Cllr Don Alexander, Cabinet Member for Transport</b>	<b>Executive Director lead: Stephen Peacock, Executive Director Growth and Regeneration</b>		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>			
<ol style="list-style-type: none"> <li>1. To seek approval for Cabinet to agree that sign off for submission of the Full Business Case (FBC) for the Old City &amp; King Street Pedestrianisation Scheme to the West of England Combined Authority (WECA) be delegated to the Executive Director, Growth and Regeneration, in consultation with the Cabinet Member for Transport, and the S151 Officer. The FBC will – if accepted – commit us to spending a sum of money larger than £500,000.</li> <li>2. The Outline Business Case (OBC) highlights what the project is asking for and was submitted to WECA in April for approval. The attached Appendices include the Executive Summary and the Financial Case outlining project details, cost, and benefit cost ratio (BCR). To get the project from OBC to FBC the project requires £172,245 development funding, which we are asking Cabinet to approve.</li> </ol>			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. The aim of the project is to make the Old City and King Street area pedestrian-friendly by restricting vehicle movements within the project area to encourage walking and cycling, reduce air pollution, make more street space available for commercial and cultural activities, and improve accessibility.</li> <li>2. The project builds on the temporary scheme which has been in place for the past two years and which was implemented as part of the Streetspace works in response to Covid-19.</li> <li>3. The project was initially included in the wider City Centre Framework (consulted on in Spring 2018) with a revised version approved in early-March 2020. The pedestrianisation element was announced in the <a href="#">Mayors State of the City</a> address (16<sup>th</sup> Oct 2019) and again in April 2020 with a link to reopening of the economy.</li> <li>4. Early engagement was completed in February 2020 including 1,800 survey responses, meetings with key stakeholders and phone calls and drop-ins to businesses in the area. The 'Old City Streets' Early Engagement Report can be found here: <a href="#">Old City Early Engagement Report FINAL.pdf (smartsurvey.io)</a></li> <li>5. The project will improve space for people, routes for walking, and segregation for cyclists away from vehicles.</li> <li>6. Other benefits include improving air quality, combatting climate change, improving health and wellbeing, addressing inequalities, and tackling congestion.</li> <li>7. The project will improve the sense of place for the historic centre of Bristol. This will increase economic resilience in the area by encouraging more commercial activity, markets, footfall, and future tourism.</li> <li>8. The Outline Business Case (OBC) was submitted in April for consideration at June's WECA Committee on 24<sup>th</sup> June, but this does not commit us to any further expenditure when approved.</li> </ol>			

9. We plan to submit the FBC in October, at which point we will be asking for a specific sum of money that we wish to receive from WECA to spend on construction. The figure is not expected to exceed £2.5m.
10. The current breakdown of costs is shown in the table below. These costs are subject to change given that there is another stage of detailed design to be undertaken.

Cost Heading	Claim Amount
Design and project management fees	£184,895
Construction	£938,209
Risk Allowance (calculated by Quantified Risk Assessment)	£395,669
Inflation	£136,690
<b>Scheme construction total</b>	<b>£1,655,463</b>
Development costs to OBC (received)	£344,000
Development costs OBC to FBC (requested)	£172,245
<b>Scheme development and construction total</b>	<b>£2,171,708</b>

Total cost for the scheme is currently estimated at **£2,171,708**

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

That Cabinet:

1. Authorise the Executive Director, Growth and Regeneration, in consultation with the Cabinet Member for Transport and the S151 Officer to approve and submit the FBC for the Old City & King Street Pedestrianisation Scheme to WECA for funding of up to £2.5m, as outlined in this report.
2. Note the submission of the OBC to WECA in April 2022 for approval in June 2022 and the development costs for the OBC to date of £344k.
3. Note the total cost of £2.5m includes the development costs from OBC to FBC as outlined in this report.
4. Authorise, in the event that the bid is successful, the Executive Director for Growth and Regeneration, in consultation with the Cabinet Member for Transport and the S151 officer to take all steps required to procure and award all necessary contracts up to the value of £2.5 million (including any individual contracts over £500k) to deliver the schemes as outlined in this report.
5. Authorises Executive Director, Growth and Regeneration to invoke any subsequent extensions/variations specifically defined in the contract(s) being awarded, up to the maximum budget envelope outlined in this report.
6. Authorises the Head of Strategic Procurement & Supplier Relations to approve appropriate procurement routes to market where these are not yet fully defined in this report, or if changes to procurement routes are subsequently required.

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

1. Promoting active travel in the city helps us to meet several different health, economic and social challenges. This proposal relates specifically to the priorities within the 'Transport and Connectivity' theme.

- i) Priority 1 'Connectivity' states: 'Improve physical and geographical connectivity to help include more people socially, educationally and economically'; 'tackling congestion'; and 'expand active travel infrastructure'.
- ii) Priority 3 'Safe and Active Travel' looks to 'Support people to make positive changes in their travel behaviour so they can reduce car journeys and safely enjoy the health benefits of more active travel (such as walking and cycling) and cleaner air.'
- iii) Priority 4 'Infrastructure' states: 'With so many historic and older assets, we need to take a long-term approach to making sure they are safe and fit for our current and future purposes. This includes opportunities to rethink what we need and make infrastructure and its surroundings more accessible (including for disabled people and those with mobility issues), better for the environment and designed in ways that best supports inclusive, sustainable economic growth'.

**City Benefits:**

1. Encouraging more of our residents to walk and cycle will improve health outcomes and air quality and reduce carbon emissions associated with transport. Protected cycle infrastructure will disproportionately benefit children, women and black and minority ethnic cyclists who typically cite safety as the biggest barrier to cycling. Similarly, improved crossing points and a better-quality walking environment will provide the largest benefit to those citizens with physical, visual, and neurological disabilities. The improved permeability will help link key destinations in the city, including the Old City, King Street and Queen's Square.
2. The proposals should improve public realm and place-making whilst improving perceived and actual safety for people using the area. The proposals should also help support economic activity in the area by making it a more pleasant and useable environment for people.
3. The scheme has a strong BCR of 5.82, meaning the value for money is rated as 'very high' by the Department for Transport.

**Consultation Details:**

1. The main element of the scheme builds on existing engagement and consultation with residents and businesses in the Old City and King Street, as well as representatives of equalities groups, has been ongoing since 2019 (since the original Old City engagement) and the subsequent Streetspace programme of works.
2. Statutory consultation on specific aspects of the scheme is planned to be undertaken as part of the legal process relating to the traffic regulation orders necessary to implement the scheme on a permanent basis.

**Background Documents:**

City Centre Framework: [Appendix A2 - City Centre Framework.pdf \(bristol.gov.uk\)](#)

[Mayors State of the City](#) address (16<sup>th</sup> Oct 2019) and April 2020

The 'Old City Streets' Early Engagement Report can be found here: [Old City Early Engagement Report FINAL.pdf \(smartsurvey.io\)](#)

<b>Revenue Cost</b>	<b>£0</b>	<b>Source of Revenue Funding</b>	N/A
<b>Capital Cost</b>	<b>£2.5m cap</b>	<b>Source of Capital Funding</b>	Transforming Cities Fund Phase 1
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:**

1. The report requests the approval of Cabinet, under delegated authority, to submit the FBC for the Old City & King Street Pedestrianisation Scheme to WECA and similarly delegate authority to secure all necessary contracts. It also asked Cabinet to note the submission of the OBC, the request of a further £172,245 towards completing the FBC, as well as the implementation costs (based on current estimates as at the OBC stage) of £1,655,463.
2. Cabinet should note that £344,000 has already been spent to develop the OBC.

3. The total costs of the scheme are estimated as £2,171,708 at the OBC stage. This is broken down as follows:

Funding Source	21/22	22/23	Total
Development TCF – OBC & FBC	£312,050	£204,195	£516,245
Construction TCF - Implementation	£0	£1,655,463	£1,655,463
<b>Total</b>	<b>£312,050</b>	<b>£1,859,658</b>	<b>£2,171,708</b>

4. The estimates in the OBC are subject to further revision on completion of the FBC, at which stage the works should have been tendered and final potential contract prices known, as well as the risks revised in line with any mitigations taken. The estimates have been prepared using the recently procured Highways contracts, as a result no major revisions to costs are anticipated (unless there is a change in scope or scale between OBC and FBC).

5. Final decision on any expenditure will only be incurred following consultation with the relevant authorised Officers in line with the delegation sought.

**Finance Business Partner:** Kayode Olagundoye, Interim Finance Business Partner, Growth and Regeneration, 20th May 2022

Legal Advice: Consultation in relation to the traffic regulation orders must take place when the proposals are in a formative stage and responses must be considered before any decisions are made. Sufficient reasons for the proposals to permit intelligent consideration must be given and adequate time must be allowed for consideration and response. There will need to be clear evidence that the decision maker has conscientiously taken the results of the consultation responses (or a summary of them) into account before making a decision.

The procurement process must be conducted in line with the 2015 Procurement Regulations and the Council's own procurement rules. Legal Services will advise and assist officers with regard to the conduct of the procurement process and the resulting contractual arrangements.

**Legal Team Leader: Joanne Mansfield Team Leader Legal Services 26 May 2022**

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

**IT Team Leader:** Gavin Arbuckle – Head of Service Improvement and Performance 23<sup>rd</sup> May 2022

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

**HR Partner:** Celia Williams, HR Business Partner – Growth and Regeneration, 19<sup>th</sup> May 2022

<b>EDM Sign-off</b>	Stephen Peacock, Executive Director Growth and Regeneration	13 April 2022
<b>Cabinet Member sign-off</b>	Cllr Alexander, Cabinet Member for Transport	21 April 2022
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	09 May 2022

<b>Appendix A – Further essential background / detail on the proposal</b>	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>

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

# **Outline Business Case**

## ***Old City and King Street project***

### **Transforming Cities Fund**



## Executive Summary

The Old City is an important core of Bristol city centre offering rich historic and cultural elements of the city with a thriving economy. King Street, just south of the Old City, is connected by Baldwin Street and Queen Charlotte Street and offers a plethora of historic amenities, including restaurants, bars, and the Old Vic theatre. The Old City and King Street are key destinations in the city but suffer from poor accessibility and connectivity. By improving the public realm and streetscape and providing infrastructure which supports an increase in sustainable modal trips, the area's potential can be maximised, creating a more accessible and pleasant environment for residents and visitors.

A package of improvements has been designed up to help address these issues in the area and to help achieve the objectives of the Old City and King Street project which are:

- Make the area more pedestrian and cycle friendly
- Reduce air pollution by restricting through traffic to encourage walking and cycling
- Make more street space available for commercial and cultural activities through road space reallocation from private vehicles
- Maintain access requirements for freight and servicing
- Ensure accessibility for equalities groups
- Enhance the public realm and improve links between key destinations within the scheme area

The interventions within this project include a package of measures. Traffic regulation orders act as the main enabler that will restrict and reallocate road space for walking cycling, wheeling, and place making. Other measures include upgrades to crossing points, dropped kerbs, tactile paving, continuous footways, contraflow cycle lane, cycle parking and new benches at various locations across the project area.

### Details of measures

- Traffic regulation orders (TRO) in the Old City and on King Street to remove through traffic.
- Dropped kerbs and tactile paving to improve accessibility in the Old City.
- Upgrade Puffin crossings on Baldwin Street to give pedestrians more priority.
- Additional seating on Baldwin Street.
- Transport improvements on Queen Charlotte Street comprising of; continuous footways on the west side, new crossings by the NCP and over Crow Lane, a contraflow cycle lane on the east side, a raised table linking King Street, footway widening and improved kerbside activity space for loading and disabled access.
- Continue the south-bound cycle lane on Nelson Street to connect to Quay Street by St John's Arch. An additional crossing over Quay Street connecting Christmas Street to St John's Arch and to Broad Street.
- Improvements on King Street comprising of; additional cycle parking at each end, bollards to reinforce the TRO, removal of trip hazards and connecting footways over King William Street and the private access on the north side.

## Links to other schemes and relevant policy

The improvements outlined in this Business Case are linked in with policy and strategic aims in the area, including:

- The City Centre Framework (CCF) references the Old City as a core development area for the uplift of public realm and active travel infrastructure.
- A37/A4018 'Bus Deal' improvements are proposed to take place on all major corridors in Bristol, including the city centre and specifically Baldwin Street in the project area. These improvements will aim to meet the same strategic goals as the interventions suggested as part of this OBC and will build on improvements that we deliver.
- The project area is also a key central walking zone in the Local Cycling and Walking Infrastructure Plan, demonstrating its value as a priority for walking and cycling improvements.

The project is well supported by local policy including the emerging Bristol Transport Strategy and Joint Local Transport Plan 2019-2036. Both strategic documents highlight the need for a transformational sustainable change to the transport network.

The improvements proposed within this OBC will support and integrate with the schemes and policy described above, supporting shared strategic goals for both Bristol City Council (BCC) and the West of England Combined Authority (WECA).

## Economic summary

The economic impacts associated with the package of improvements to the Old City and King Street project are summarised in the table below. A detailed methodology including assumptions and the assessment of the impacts is presented in the Economic Case.

### Value for Money Summary Table

<i>Total project cost (including project management and QRA allowance)</i>	<b>£1,655,463</b> (2022 Bristol City Council pricing, undiscounted)
<i>Low growth</i>	<b>£7,382,029</b> (Discounted 2010 prices)
<i>Central growth</i>	<b>£52,124,276</b> (Discounted 2010 prices)
<i>High growth</i>	<b>£ 27,149,590</b> (Discounted 2010 prices)
<i>Benefit cost ratio (compared to total cost)</i>	Low growth: <b>5.82</b> Central growth: <b>30.84</b> High growth: <b>16.69</b>
<i>Grant sought (Transforming Cities Fund, total project construction cost plus development funding sought for FBC)</i>	<b>£1,827,708</b>
<i>Total project construction cost</i>	<b>£1,655,463</b>

<i>Development funding for OBC (already received)</i>	<b>£344,000</b>
<i>Development funding sought for FBC</i>	<b>£172,245</b>

The BCRs of this project fit into the DfT’s ‘Very High’ category for Value for Money as shown in the table below.

**DfT’s Value for Money categories**

BCR	VFM Category
Less than 1.0	Poor
1.0 to 1.5	Low
1.5 to 2.0	Medium
2.0 to 4.0	High
4.0 and higher	Very High

**Procurement and delivery**

Procurement will be undertaken through an existing Highway Construction Framework, which provides for flexibility for smaller and larger tenders.

The project itself will be delivered by Bristol City Council’s Transport Delivery Team, which has experience in delivering a range of infrastructure projects. Detailed information about the project structure is available in the Management Case section of the OBC.

Key risks to delivery are discussed in detail as part of the Quantified Risk Assessment (QRA) process, with particular notice drawn to:

- Brexit and Covid-19’s impact on resourcing and materials
- Unforeseen reductions in capacity internally in the Transport service and other areas
- Construction issues on site that might increase the complexity of the work to be undertaken.

## 1 Financial Case

The financial case discusses the costs and affordability of works to deliver the project. The capital costs are presented by scheme element. Ongoing operational, maintenance, and renewals costs associated with the scheme are included separately. This section is structured as follows:

- Chief Financial Officer sign off
- Scheme costs
- Spend profile and funding sources

### 1.1 Chief Financial Officer sign off

The Chief Financial Officer for BCC has signed off this OBC. A letter from the Chief Financial Officer is included in Appendix J.

### 1.2 Scheme Cost

The total scheme cost in current prices is £1,655,643. A breakdown of the costs is provided in the table below. A full detailed breakdown is provided in Appendix K.

#### **Capital Elements**

Table 1-1: Claim Amount table

Cost Heading	Claim Amount
Design and project management fees	£184,895
Construction	£938,209
Risk Allowance (calculated by Quantified Risk Assessment)	£395,669
Inflation	£136,690
<b>Scheme construction total</b>	<b>£1,655,463</b>
Development costs to OBC (received)	£344,000
Development costs OBC to FBC (requested)	£172,245
<b>Scheme development and construction total</b>	<b>£2,171,708</b>

The estimate for capital cost was developed by BCC’s strategic partners Engineering Design Team in 2022. The Bill of Quantities (BoQ) for the construction work was produced by the BCC’s strategic partner, in parallel with the designs for the works (these can be found in Appendix O). The designs are construction standard and the BoQ is reflective of this. The BoQ was used along with the latest rates in the new BCC Framework (released in late 2021). These rates reflect up-to-date costs for materials, supplies and resources.

Contingency was estimated through a separate Quantified Risk Assessment (QRA) exercise, which has considered the potential project risks, their likelihood, and their potential cost implications (see Appendix L). The outcome of the QRA was an estimated contingency of £395,669. Risks considered are discussed in more detail in the Management Case, and can be found in Appendix G.

It is noted that operational, maintenance and renewal costs are not included in the scheme costs as these will be funded through BCC’s existing highways maintenance budget. These costs are captured within the BCR for the scheme, as detailed in the Economic Case, and can be found in Appendix K.

### 1.3 Spend Profile and Funding Sources

The spend profile for the scheme is presented in the table below. The funding source is the West of England Combined Authority and is development funding. The scheme opening year is assumed to be 2023.

Table 1-2: Simplified spend profile table.

Funding Source	21/22	22/23	Total
Development TCF	£312,050	£204,195	£516,245
Construction TCF	£0	£1,655,463	£1,655,463
<b>Total</b>	£312,050	£1,859,658	<b>£2,171,708</b>

### 1.4 Full Business Case

For this project to reach the next steps in terms of submitting a Full Business Case, it has been calculated that £172,245 will be required. We are requesting this amount from WECA. This figure accounts for the work that will be needed to get from OBC to FBC, including detailed design and staff time.

## Bristol City Council Equality Impact Assessment Form

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



Name of proposal	Bristol Streetspace: Old City & King St & WECA Feasibility & Development Fund
Directorate and Service Area	Strategic City Transport, Economy Of Place
Name of Lead Officer	James Morvan/Ben Hanna

### Step 1: What is the proposal?

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

#### 1.1 What is the proposal?

The Covid-19 pandemic and subsequent lockdown conditions has had a dramatic effect on Bristol's transport network - challenging deeply ingrained travel patterns and behaviour in a way that we've never seen before.

Following a central government directive in 2020, Strategic City Transport was directed to identify measures that would help protect public transport services and ensure that residents could practice social distancing safely. This included providing opportunities for increasing space for walking and cycling at local high streets in more detail.

Funding was allocated to several high streets and core routes across Bristol through a Streetspace budget (emergency active travel funding). The support and funding under this budget were primarily aimed at supporting the development of a TTRO and temporary measures; but with the aim of moving towards a permanent scheme and formal TRO.

The area of focus includes:

**The Old City area** is the historic city core of Bristol and is characterised by many small establishments with very limited space for social distancing. With new central government advice on how many customers can use each

establishment, this area is a key priority for the Council's Streetspace schemes.

The proposal is laid out in greater detail in a separate design document, but the principles behind the scheme were clear: to create a pedestrian-priority area in the Old City with vehicle access limited (except bicycle users) to specified times of day for deliveries or other access needs.

There was an impact on many vehicle users, including disabled users, requiring changes to be put in place around the pedestrianisation area including further provision for disabled users and careful use of delivery schedules. However, the proposal was designed to significantly improve safety for non-motorised users, as well as the key benefit of enabling safe use of the area with space for social distancing.

**King St** is an important commercial street with limited numbers of residents, with a high percentage of hospitality organisations that have been affected by the Covid crisis. The proposal includes the suspension of parking bays and the pedestrianisation of the area between King William Avenue and Queen Charlotte St.

The proposals did manage access to the area for delivery vehicles and disabled users and stimulated the need to review local provision, facilities and the experience of place on a door to door journey for disabled users. As a constrained space for pedestrians and vehicles and a large number of hospitality organisations, King St was identified as a high priority for the release of space for social distancing. Making changes that increase availability of space for pedestrians was designed to have a significant positive impact both on safety in the Covid crisis and the commercial viability of the area.

Additional funding has now been secured through WECA's Feasibility & Development Fund to resource design work and research to support walking and cycling. This supersedes the Streetspace scheme and comes at a time when social distancing measures and the impact of the pandemic in the UK is subsiding. The aims and objectives remain the same; with the addition of public realm design work being proposed.

## **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?

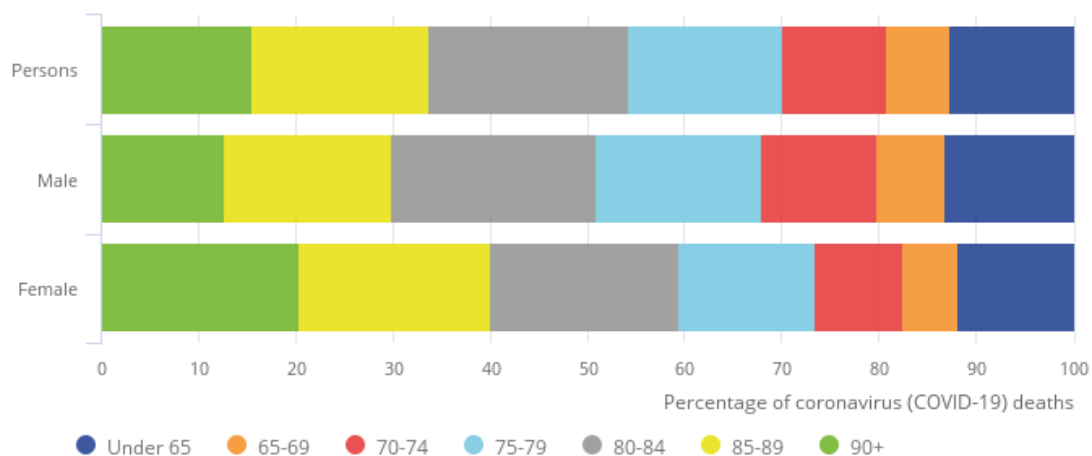
**COVID 19**

The original Streetspace scheme was deployed during the height of the COVID 19 pandemic in 2020 before the roll out of a global vaccination programme. Most Protected Characteristic Groups were likely to be disproportionately impacted by the virus and susceptible to it having an adverse impact on their health and wellbeing.

Nationally, age and ethnicity are large factors in Covid-19 deaths, with elderly and ethnic minority groups suffering disproportionately from health impacts.

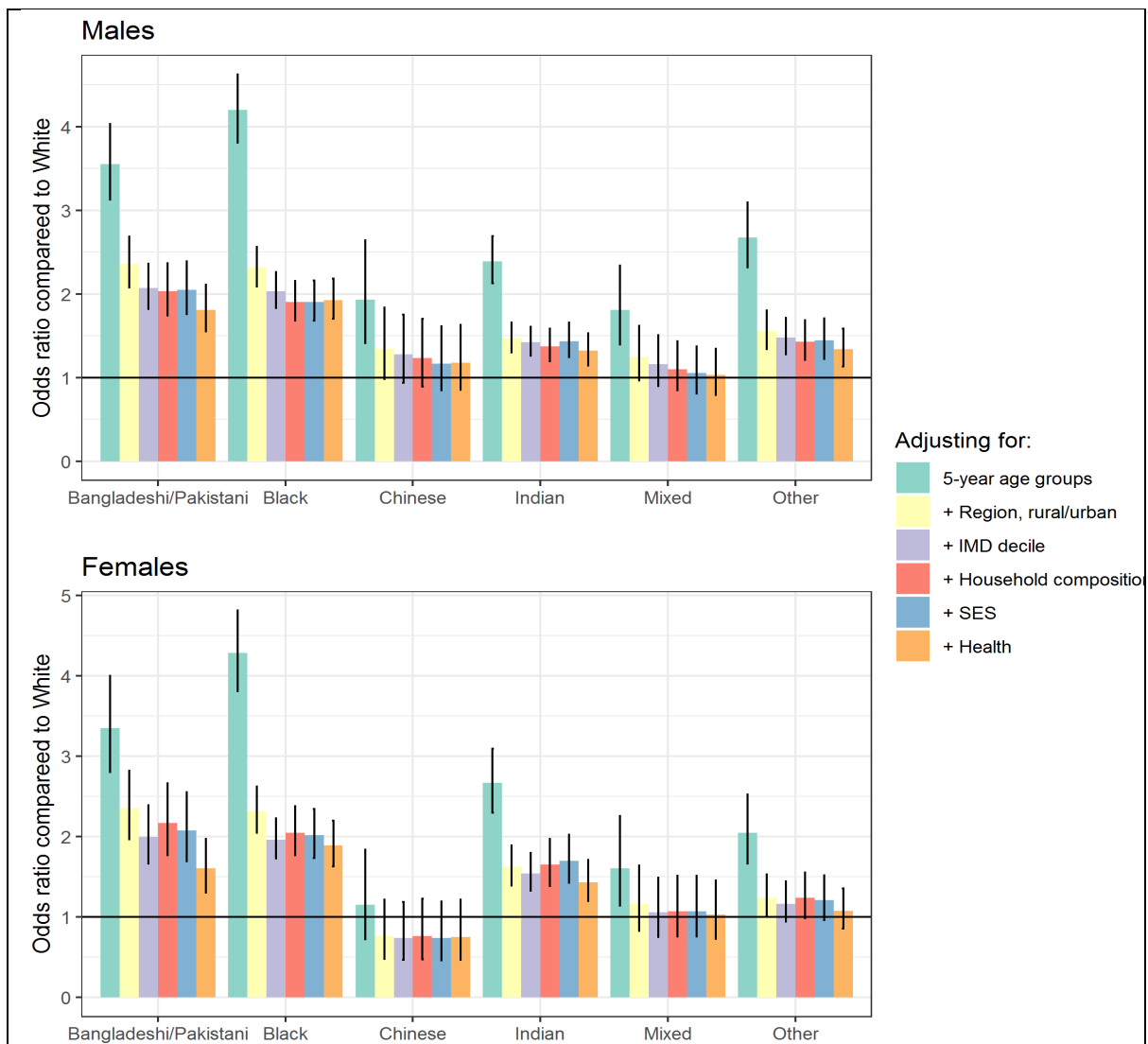
Figure 7: Those aged 85 to 89 years made up the largest proportion of COVID-19 deaths

Percentage of deaths due to COVID-19 that were in each age group, England and Wales, occurring in March 2020



Source: Office for National Statistics – Analysis of deaths involving COVID-19





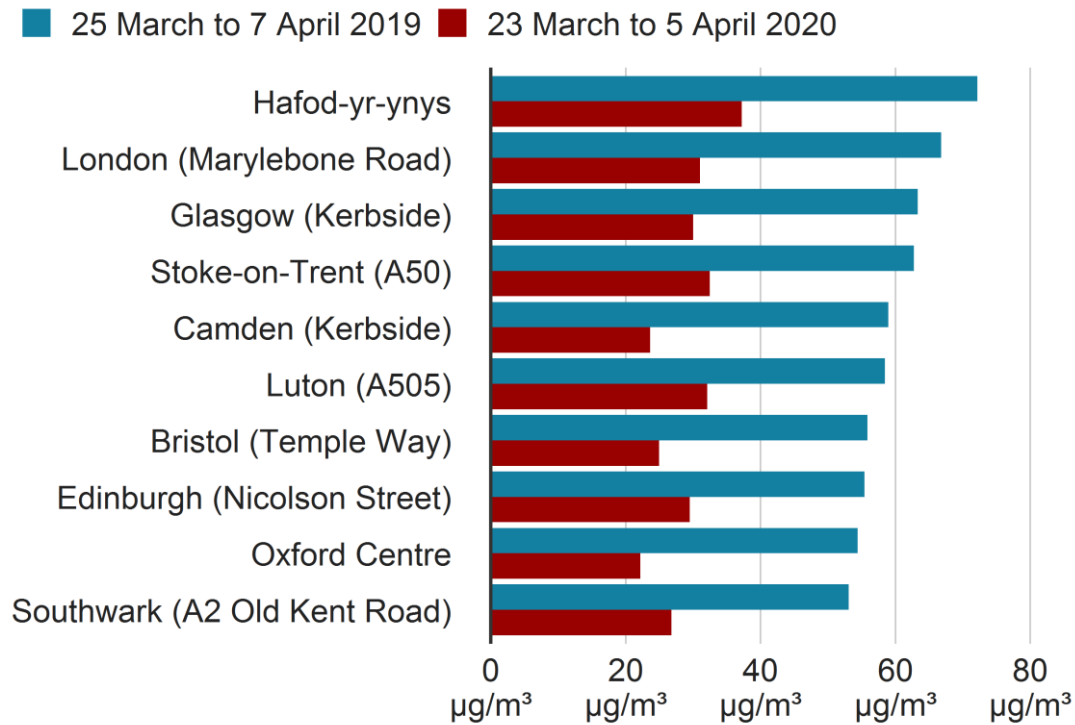
COVID 19 had a significant influence on local travel behaviours; both positively in terms of increased levels of active travel levels, and negatively; particularly the reduction on public or third sector transport provision and the implications of limited access on loneliness and isolation. Some headline facts include:

- Significant (>50%) reduction in travel to destinations such as workplaces, retail, leisure, transport hubs
- Significant increase in local travel (>15%) with communities and to parks and green spaces.
- Significant increases in the number of people walking and cycling - comparator cities est. 40% and 60% respectively
- Significant drop in bus patronage of 8-10% compared to baseline

- Reduction in air pollution (namely daily No2 emissions as illustrated in the graph below)

## Air pollution has fallen compared with last year

### Daily average NO2 emissions



µg/m³ = micrograms per cubic metre

Source: Defra

BBC

### Central Ward Characteristics

There are other indicators and evidence leads to suggest that Protected Characteristic Groups would be impacted by changes to access in and around the Old City and King Street as plans for pedestrianisation and timed closures continue to be pursued. This not only refers to access and mobility, but challenges with interpreting or receiving information (a critical indicator for informing the engagement process for the project)

The headline figures collected and collated across Central Ward through the recent [Quality of Life \(2019/2020\)](#) survey are as follows:

- Almost 2% (1.9%) of residents feel accessibility issues stop them from getting involved in their community (just over the city average).

- Almost 9% (8.9%) of residents noted transport issues stop them getting involved in their community (just above city average)
- A very low 2.1% of residents were uncomfortable using digital services, the second lowest in Bristol and well below the city average.
- Around 90% of residents are in 'good health' across the Central Ward; a few percentage points above the city average.
- Central Ward has the third highest level of loneliness (6.1%) in the city; almost double the city average.
- The percentage of people whose physical health prevents them from leaving the home when they want to is 5.8% (below city average)
- A relatively low percentage (4.8%) of residents have an illness or health condition that limits day to day activities (below city average)
- 7.7% of residents noted that inaccessible public transport prevents them from leaving their home when they want (below city average)
- The impact of parking on preventing residents leaving their home is relatively low (13.1%) compared to the city average (18%)

### [The Central Ward Profile \(2020\)](#)

- 'Significantly High' proportion of 16-24 year olds (50.4%) relative to Bristol average (15.7%). 'Significantly Low' proportion of more elderly age groups (40+) compared to the Bristol average. It will therefore be important to cater for such as younger, more mobile audience (high levels of private renting) who represent half of the total residents in the Central Ward.
- A very low proportion of residents (43%) relative to the Bristol average (63%) feel a sense of belonging to their neighbourhood. This may be due to several factors, including the transient nature of the population or the lack of space and activities where the population can spend time and co-exist in civic spaces.
- Somewhat inevitably, the Central Ward has the highest crime offence rate per 1,000 population at just over 400 (all crime); compared to the city average of 113.5. The perception and actual levels of safety are key considerations in how equalities group may interact with a space. 50% of residents feel anti-social behaviour is a problem locally (compared to 33% city average) and only 56% feel safe outdoors after dark (relative to 67% city average).
- There is a greater representation of BAME communities in the Central Ward (30.1%) which is almost double the city average and one of the

highest in Bristol. It will be important to ensure that their voices are being heard in the conversation about the reshaping of the area.

[Your City Our Future \(2020\)](#) was a survey released during the height of the pandemic to understand issues important to citizens. The feedback cannot be deduced to individual wards but a number of broad statements can be made in relation to the experiences of equalities groups. There was all round positive feedback on the changes that had taken place, including:

- Increased levels of walking and cycling, less traffic and better air quality and the positive changes to peoples mental health.
- Flexibility with working and travel arrangements and the balance between work and leisure.
- Under the theme of inclusion and fairness, sustained funding to support vulnerable or disadvantaged groups ranked in the top third of subjects/priorities for the future in Bristol
- Actions to make streets, buildings and transport more accessible for all ranked similarly; but higher amongst the most deprived deciles.

A number of transport sub-topics were extracted from the survey and each question ranked by order of popularity (out of 81). The below screen capture illustrates the popularity of measures to create safe, inclusive places relative to car based infrastructure and management proposals.

<b>Transport</b>	All Respondents	All Respondents	Deprivation deciles 1 & 2	Deprivation deciles 9 & 10	Male	Female	Age 0 to 24	Age 25 or older
Everyone can travel easily around Bristol without using a car	86%	7	13	5	3	9	9	7
Less traffic in the city overall	79%	18	33	9	11	23	27	17
More space and priority for walking	78%	23	36	13	15	30	37	21
More frequent buses to more destinations	76%	33	31	31	29	34	34	33
Children will be able to play, walk and cycle outside in their neighbourhood	76%	34	32	26	26	37	38	32
More action to tackle speeding and unsafe driving	74%	37	37	29	39	36	58	35
Less traffic in residential streets	71%	42	52	30	31	44	57	40
More space and priority for cycling	68%	46	65	36	37	50	43	46
Parking and access prioritised for disabled people	61%	60	62	54	61	59	59	59
Road space removed to widen pavements and/or provide outside seating for restaurants, pubs	57%	63	70	53	57	65	68	62
A parking scheme to control how many cars park on streets in my neighbourhood	37%	77	76	74	75	77	79	76
Less parking space in the city centre	29%	79	81	79	79	79	80	79
More parking space in the city centre	19%	81	80	80	80	81	78	81
Everyone can drive when and where they want in Bristol	19%	80	78	81	81	80	81	80

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

It has been acknowledged that some of the data available and captured during the pandemic offers insights into a unique window of time. The data is also heavily quantitative based and relates to a ward profile or city-wide scale; not necessarily the lived experiences of people who associate with a Protected Characteristic who visit, live and work in the respective area.

The need to plug the knowledge gap was recognised early in the project programme as described in the following section. The gaps in knowledge could be filled by having direct contact with disability groups alongside seeking feedback directly from organisations and individuals within the Old City on their experience of the measures implemented and their thoughts on longer term proposals for permanent pedestrianisation.

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

Due to the emergency timescales imposed by the pandemic, and the need to rapidly facilitate transport with safe social distancing, there was no formal public consultation in advance of implementing the temporary measures for the TTRO. However, the roadmap towards making the measures permanent, however, has required extensive engagement from late 2020.

This has been captured through ongoing feedback from representatives of relevant local equalities organisations (inc BPAC, WECIL, Bristol Walking Alliance, Bristol Older Peoples Forum) – including those with an understanding of the needs of disabled and older people in Bristol. We have recently requested an detailed accessibility audit from WECIL for the area that will complement previous auditing work undertaken for the St Nics market to help inform design proposals.

General, meetings have taken place with other key stakeholders, including discussion with organisations based in the Old City and King St, residents and visitors whilst we have gathered public feedback and continuously monitored implemented measures, including their impact upon specific protected groups. This feedback has been used to quickly and reactively modify measures, reduce the disproportionate negative impacts of changes to the public realm and parking, and maximise positive impacts for groups with protected characteristics.

Consultation will take place at a minimum as part of our statutory requirements through the Traffic Regulation Orders process. As part of this, many groups will be consulted again and further notifications of changes will be provided in the area. Extra due diligence has taken place at this early stage to offset any objections arising to the proposals during the statutory process and to ensure we can deliver an inclusive scheme.

### **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?

#### **Designs**

A reduction in both parking spaces outside shops and in local centres could affect access for disabled people to services. It could also affect access for pregnant women and older people, who are more likely to rely upon a private car to access shops and services. These conditions can have a knock

on effect on walking distances and the requirement for provision to break up journeys (seating/resting places). Providing well designed, conveniently located disabled parking within the immediate zone of influence, will be crucial.

Reduction in carriageway allocation and road closures at peak hours could reduce access and lengthen journey times for the same groups who rely on cars. Altered street configuration could create issues for disabled people's access along footways and familiarity with surroundings. We will seek to provide strict design criteria for pavement licencing to ensure that pavements remain a safe and uninterrupted space for people to use.

We are acutely aware of the challenges faced by those with visual impairments already due to the historic surface course of some sections of the Old City whilst some of the gradients can be strenuous for those with mobility issues (although no streets exceed 1 in 8 gradient for handrails/mobility aids). Wayfinding and legibility for navigating the Old City, including St Nics Market may also be challenging but is being addressed through upgrades to signage, mapping and orientation aids.

We are aware of how changes to the public realm and carriageway may be interpreted differently by the visually and hearing impaired and the implications of low noise vehicles (scooters/electric vehicles) can have on compromising the perception of safety. Furthermore, the absence of specialist support services within the immediacy of the Old City will not improve the experience of place for certain users and may even deter access to the area before a journey has commenced.

### **Engagement & Communication**

We are also aware of the barriers to engagement in the process of consulting on the scheme if businesses, residents and visitors are digitally illiterate. Only 47.8% of people in Bristol aged 65+ say they are comfortable using digital services, compared to 81.8% overall. We need to use a range of communication channels and combine conventional engagement methods, such as telephone interviews, radio and print, with virtual platforms and interactive tools, such as online interactive maps and surveys, to reach a representative audience. This is particularly true of engaging with market traders during any consultation activity.

It is vital that all communications are in plain English and that Easy Read versions are available (or on request if appropriate). People who do not speak English as a main language will require local updates and information in plain English, and alternative languages/formats to address the risk of misinformation being spread e.g. through social media. This is being met through the location, language and design of tangible communications within the public realm.

Black and Minority Ethnic-led small businesses may lack information about the support available to them from the government particularly taxi drivers, restaurants, cafes and hotels. Equally, those from more deprived parts of the city may not necessarily be engaged in the scheme or feel they can contribute in a meaningful way on balance. The Central Ward also has a transient, youthful community so a diverse range of communication techniques will be necessary to engage with such groups.

### 3.2 Can these impacts be mitigated or justified? If so, how?

A key element of our ongoing discussions with local stakeholders and representative groups, is the need to continue providing disabled access throughout Old City and King St and to actively encourage people to visit and spend time in the area as a resident, worker or tourist. This can be achieved by adopted a multifaceted, holistic approach towards improving 'access' and the 'experience of place' that goes beyond providing physical provision.

Throughout the project, we have been proactive in prioritising access for those with limited mobility and/or vision and modifying the scheme in response to ongoing feedback from representatives. Specific feedback has been provided about the need to keep pavements clear for visually impaired and wheelchair users, and this is being applied in terms of granting permission for tables and chairs outside venues as part of the hospitality recovery. Ongoing enforcement has also been key to ensuring there is not creep in terms of obstacles such as tables, chairs & A-Boards.

We have liaised internally to help design plans for additional disabled parking bays (advisory and permanent) to be incorporated into the TTRO and TRO respectively after recognising the challenge people have in accessing the centre of Bristol in the short term. This is especially true going forward with changes to the local road network and future changes to disabled parking provision both on and off street around the Old City (including closure of The Galleries for redevelopment).



We have raised the need to retain and secure parking compounds as part of new developments, including Mary Le Port and to formalise advisory bays on the High Street but have acknowledged the challenging spatial constraints that have made providing additional provision to the west of the Old City more difficult to achieve short term. Nonetheless, disabled permit holders are added to a white list to access the Old City via Baldwin Street Bus Gate and can park for a three-hour period of double yellow lines.

From an engagement and consultation perspective, we are proactively using inclusive, non-online methods of communication to ensure the widest possible group of people can benefit from information as well as the consultation and feedback process. This will be reflected in a consultation material and the production of hard copy, attractive and legible brochures detailing the proposal for distribution. This will form part of a doorstop engagement process in summer 2021.

The trade off from limiting vehicle access to the Old City and the inconvenience this may bring to protected characteristic groups, is the positive health and access outcomes of providing a safer, inclusive and welcoming public realm and civic space where all audiences can thrive in the absence of vehicles using the streets. The scheme will reduce help re-mode and re-time vehicle journeys to the area and encourage people to re-think the use of the car; all of which will help reduce air pollution and enable further space to be reallocated to walking, cycling and scooting.

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

The temporary scheme currently in play, has improved the safety of shopping through social-distancing measures over 2020/2021. This has ultimately provided health benefits for those protected groups who are disproportionately impacted by COVID-19. However, moving forwards and transitioning to a permanent scheme, our holistic approach to supporting access and travel seeks to improve physical infrastructure and top up the local service offer for people visiting and living in the area.

The existing situation for wheelchair users in the Old City is particularly difficult, with narrow footpaths and uneven surfaces. Pedestrianised streets will provide opportunity for wheelchair users to safely use the road as an alternative if desired. This activity is already happening due to obstacles on

footpaths, leading to the mixing of vehicles, wheelchairs, buggies and pedestrians in a small contested space.

Low-car or zero-car streets also make crossing the road far easier for those who are less mobile or with hearing and visual impairments. By creating better and safer active-travel alternatives to private car travel for lower-income groups and elderly persons, positive financial impacts will be realised for these groups.

Negative health impacts from air pollution also disproportionately affect young and elderly persons, lower-income groups, Black and Minority Ethnic populations, and pregnant and nursing women. Measures to re-allocate carriageway space to active travel and away from cars will reduce air pollution and benefit these groups.

Our aim is to provide an extended Shopmobility service with a satellite facility (drop off/collect) based out of St Nics Market to provide protected characteristic groups with mobility aids and information to enhance their experience of place. This proposal dovetails investment being made by the markets team to enhance signage and wayfinding and create a more inclusive Old City.

Whilst we recognise that providing disabled parking provision towards the west of the Old City is required, our approach seeks to promote and support alternative transport arrangements, namely Community Transport, to provide door to door journeys. The Old City is well served by bus stops and taxi bays which can be used by accessible vehicles and will provide more direct access to the area than by using private vehicles.

#### 3.4 Can they be maximised? If so, how?

Other parts of Bristol Streetspace that have similar aims – such as the pedestrianisation of King St will have a combined cumulative effect on improvements to air quality. The pedestrianisation of the Old City and King Street are taking place concurrently with the introduction of the Clean Air Zone (CAZ) and the emergence of cycle logistics and freight consolidation; all of which will mitigate the impact of air quality issues on deprived communities across the city (who are disproportionately impacted)

Our plans to support public realm improvements through several 'focal point' designs, will pivot around the organic changes taking place in the Old City (outdoor seating/planters etc) with the aim of creating inclusive areas with seating, a good surface course and legible signage. These designs are also focused around key gateways and help improve permeability and connectivity through the area for all audiences whilst encouraging play.

#### **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?**

On an overall Streetspace level, the EqIA process has helped us to identify potential impacts in the areas of the city where we will be implementing measures, and the need for planned monitoring and subsequent adjustment of measures in line with feedback from equalities stakeholders and citizens.

More specifically, the EqIA process has informed our ongoing need for improved provision for disabled users within and around the Old City and King St and the key need to present information in ways less-online people can access. This continues to be especially pertinent as we enter the statutory process of formalising a TRO and developing public realm designs.

Based on the assessment and feedback, we have increased and amended the location of disabled parking locations on the periphery of the scheme and increased the number of seating/resting places. In addition, we are ensuring via engagement with the hospitality sector that pavements are kept clear as far as possible.

An advisory disabled bay has been installed on Queen Charlotte Street (close to the Old Vic theatre) and a further bay in this area will be included as part of permanent proposals. Five new advisory disabled bays are being installed around the Old City perimeter, with 4 on High Street and 1 on Bridge Street. Further advisory bays have been drawn up for inclusion on Broad Street (3 in total) and Baldwin Street (2 in total) although the deadline to change the

COVID TTRO has passed and the process itself takes 12 weeks to complete based on current lead times. With the exception of the bays on Baldwin Street, which are still under consideration (as it falls within the Bristol Bridge TRO), these have been earmarked for inclusion in the permanent TRO.

#### 4.2 What actions have been identified going forward?

Need to continue having oversight of pavement licence applications and locations to provide scrutiny of access arrangements. An interactive map was proposed to help track and monitor this process whilst a consistent design guide would be appropriate to ensure arrangements don't present a barrier to movement/risk to safety.


Continue pursuing design-specific feedback on access for persons with limited vision and/or mobility will now take place with this representative group to inform elements of implementation such as temporary tactile markings, ramps, and resting places. This feedback will be implemented where possible in new and existing sites with access audits due to be conducted 1 May/June 2021 by WECIL.

Inviting further feedback and onsite assessment from stakeholders such as BPAC and ensure we keep reviewing and improving. Stakeholders such as Newminster House provide useful eyes on the street whilst the temporary scheme morphs into something more permanent.

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

Through built in monitoring. Methods not yet final but will include smart survey equipment to monitor social distancing outcomes, and a planned feedback website. Air pollution impacts will be measured through existing testing infrastructure across city on a site-by-site basis.

Strong continuous feedback mechanisms have been put in place with organisations within the Old City to enable the impact to be measured and improvement and mitigation efforts to occur as soon as possible. A business survey, due to be launched in summer 2021, will also help to capture the views of people using the area on their experiences of pedestrianisation and the improvements that could be offered through a permanent scheme.

Service Director Sign-Off: 	Equalities Officer Sign Off: Stephanie Champion
Date: 24.5.2022	Date:

## Eco Impact Checklist

<b>Title of report: Old City &amp; King Street Pedestrianisation Scheme</b>				
<b>Report author: Samuel Green</b>				
<b>Anticipated date of key decision: 07/06/2022</b>				
<b>Summary of proposals:</b>				
<p>This report seeks approval for Cabinet to agree that sign off for submission of the Full Business Case (FBC) for the Old City &amp; King Street Pedestrianisation Scheme to the West of England Combined Authority (WECA) be delegated to the Executive Director, Growth and Regeneration, in consultation with the Cabinet Member for Transport, and the S151 Officer. The FBC will – if accepted – commit us to spending a sum of money larger than £500k.</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	+ive	The scheme supports active and sustainable transport infrastructure and removes private vehicle access at various locations across the project area.	
Bristol's resilience to the effects of climate change?	Yes	+ive / -ive	The scheme is likely to result in less vehicle miles, and therefore less vehicle emissions within the project area because of the prohibition of access.	
Consumption of non-renewable resources?	Yes	-ive / +ive	Decarbonising the transport network will lead to reduced consumption of fossil fuels, however it will also require the consumption of various non-renewable resources through the delivery of improved active and sustainable transport infrastructure.	Increased circular use of resources when delivering proposed changes to infrastructure is required to mitigate against consumption of non-renewable resources. However, this is limited to the ability of BCC's Framework contractors to do so.

Production, recycling or disposal of waste	Yes	-ive	The scheme will lead to changes in the use of private vehicles in the project area and an intended increase in more sustainable servicing vehicles (e.g., electric vans, cargo bikes). Changes in infrastructure are intended, in part, to support this.	The project team have engaged with BCC's internal Service and Waste Teams, as well as key local stakeholders to help best understand how to support recycling (and other service) schemes where possible.
The appearance of the city?	Yes	+ive	The scheme will result in greater levels of cycling and walking infrastructure.	
Pollution to land, water, or air?	No	+ive		
Wildlife and habitats?	No	+ive / -ive	The scheme proposes an increase in green infrastructure, intended to achieve biodiversity net gain.	

**Consulted with:**

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

The direct environmental impacts of this proposal are minimal as the technical studies will be primarily desktop based. However, there is opportunity to ensure that the studies take a holistic approach in making recommendations that achieve positive outcomes across multiple environmental criteria rather than solely focusing on carbon reduction.

**Checklist completed by:**

Name: Samuel Green	
Dept.: City Transport	
Extension:	
Date: 20/05/2022	
Verified by Environmental Performance Team	Daniel Shelton 23/05/2022

# Decision Pathway – Report

---

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 07 June 2022

<b>TITLE</b>	Zero Emission Transport City		
<b>Ward(s)</b>	Citywide		
<b>Author:</b> Jacob Pryor	<b>Job title:</b> Transport Policy, Bidding and Strategic Projects Team Manager		
<b>Cabinet lead:</b> Cllr Don Alexander, Cabinet Member for Transport	<b>Executive Director lead:</b> Stephen Peacock, Executive Director Growth and Regeneration		
<b>Proposal origin:</b> Other			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>			
<ol style="list-style-type: none"> <li>1. To seek approval to receive a grant award of £500,000 of revenue development funding from the Department of Transport (DfT) to commission and deliver a series of feasibility and technical studies examining how the city can accelerate plans to decarbonise the transport network.</li> </ol>			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. On the 25<sup>th</sup> January 2022 the Department for Transport (DfT) invited local authorities to express an interest in becoming a 'Zero Emission Transport City' (ZETC) national pilot.</li> <li>2. The deadline for applications was the 18 February 2022.</li> <li>3. Successful applicants would initially be supported with a grant of up to £500,000 to commission technical studies into how different parts of the transport network could be decarbonised.</li> <li>4. These studies would need to be complete within 6-9 months of the grant award.</li> <li>5. To reduce the burden on local authority bidding teams the DfT set guideline criteria for applying which can be found in Appendix Ai.</li> <li>6. Only two cities met the criteria: Bristol and Oxford. Subsequently Norwich has been invited to join the programme.</li> <li>7. Bristol submitted an expression of interest to the ZETC scheme on the 18<sup>th</sup> February via the West of England Combined Authority (WECA).</li> <li>8. Our One City Climate Strategy states that transport accounts for 34% of the average Bristol resident's carbon footprint.</li> <li>9. The transport sector is the largest source of emissions in the city and nationally.</li> <li>10. For the city to be carbon neutral by 2030 it is estimated we will need a 40% reduction in vehicle miles and 90% of our vehicles will need to be ultra-low emission by 2030.</li> </ol>			
<b>Cabinet Member / Officer Recommendations:</b>			
That Cabinet:			
<ol style="list-style-type: none"> <li>1. Approves the acceptance of the grant award of £500,000 from WECA utilising the DfT's ZETC programme.</li> <li>2. Authorises the Executive Director for Growth and Regeneration in consultation with the Cabinet Member for</li> </ol>			



Transport and the Section 151 Officer to spend the funding including procuring and awarding the contract(s) necessary for investigating the activities listed in Appendix Aii in-line with the procurement routes and maximum budget envelopes outlined in this report, noting the associated Legal commentary.

3. Authorises Executive Director for Growth and Regeneration to invoke any subsequent extensions/variations specifically defined in the contract(s) being awarded, up to the maximum budget envelope outlined in this report.
4. Authorises the Head of Strategic Procurement & Supplier Relations to approve appropriate procurement routes to market where these are not yet fully defined in this report, or if changes to procurement routes are subsequently required.

**Corporate Strategy alignment:**

5. The proposal will contribute to meeting several our key priorities across economy and skills, environment and sustainability and transport and connectivity which emphasis on meeting ENV1: carbon neutral, ENV5: Global Leadership and TC1: connectivity

**City Benefits:**

6. The proposal has the potential to reduce social inequality by investigating how the city can promote more sustainable, low cost and accessible forms of transport. In our most deprived communities a significant proportion of residents cannot afford the costs associated with purchasing, operating and maintaining a vehicle. Promoting more active modes of transport (walking, cycling and public transport) has been well evidenced to be hugely beneficial to health and wellbeing. Again this is particularly relevant in deprived communities with poor physical activity rates and ill health.

**Consultation Details:**

7. Due to the short timescales for bidding there was limited opportunity for consultation. Any proposals developed via this funding will return to cabinet for a formal decision to proceed should the key decision criteria be met.

**Background Documents:**

8. Appendix Ai: Invitation to apply from DfT
9. Appendix Aii: Bristol's Expression of Interest

<b>Revenue Cost</b>	<b>£500,000</b>	<b>Source of Revenue Funding</b>	DfT revenue grant
<b>Capital Cost</b>	<b>£0</b>	<b>Source of Capital Funding</b>	N/A
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:**

This report seeks Cabinet approval to accepts and spend the grant award of £500,000 from the DfT's ZETC programme to carry out works detailed in the table below. This is a revenue grant award. Table 1 below provides a breakdown of the areas covered by the technical studies:

**Table 1**

<b>Element</b>	<b>Funding sought (split)</b>
Demand Management	£50k (10%)
Electrification	£50k (10%)
Freight	£175k (35%)
Communities	£50k (10%)
Strategic Corridors	£125k (25%)
Monitoring and Evaluation	£50k (10%)
<b>Total</b>	<b>£500k</b>

The report also seeks delegated authority that will enable officers commission further work from the funding awarded, which will help provide detailed financial cost breakdown for all the activities listed within the bid document. This will be reviewed in line with the delegated authority proposed in the recommendation 2, above.

This authorisation does not commit the Council to any match funding or further costs. Further details on the future costs and funding implications that may be identified as part of this feasibility/discovery work, will form the subject of a future report to Cabinet, as a result there are no new financial implications resulting from this report, other than those covered by the grant funding from this DfT Grant.

**Finance Business Partner:** Kayode Olagundoye, Interim Finance Business Partner, Growth and Regeneration, 6<sup>th</sup> May 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 16<sup>th</sup> May 2022

**3. Implications on IT:**

I can see no implications on IT in regards to this activity

**IT Team Leader:** Gavin Arbuckle, Head of Service Improvement and Performance, 4 April 2022

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

**HR Partner:** Chris Hather, HR Consultancy Manager, Growth and Regeneration 14 April 2022

<b>EDM Sign-off</b>	Stephen Peacock, Executive Director Growth and Regeneration	13 April 2022
<b>Cabinet Member sign-off</b>	Cllr Don Alexander, Cabinet Member for Transport	21 April 2022
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	9 May 2022

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



Department  
for Transport

Rupert Furness  
Deputy Director  
Head of Active Travel  
Great Minster House  
33 Horseferry Road  
London SW1P 4DR

Direct Line: 07825 193634  
[rupert.furness@dft.gov.uk](mailto:rupert.furness@dft.gov.uk)

Date: 25 January 2022

Local and Combined Authority  
Transport Officers in England  
outside London

Dear Sir/Madam,

### **Zero Emission Transport City pilot programme**

As the sector that contributes the most to the UK's emissions, transport has a major role to play in meeting the challenges of delivering net zero carbon emissions by 2050. We must increase the share of trips taken by public transport, cycling and walking, making these modes the natural first choice for all who can take them and reducing motor traffic in urban areas. The Department for Transport is therefore seeking cities with the ambition and capability to make radical changes to take part in a "Zero Emission Transport City" (ZETC) pilot programme.

We intend to work with a very small number of local authorities on a ZETC pilot programme, aiming to demonstrate practical ways to decarbonise transport systems in city centres. These pilot projects will deliver the commitment in the Prime Minister's 2020 active travel plan, "Gear Change", to support "at least one small or medium-sized city which wants to create a zero-emission transport system, with extensive bike lanes, an all-electric (or zero-emission) bus fleet, and a ban on nearly all petrol and diesel vehicles in the city centre, with deliveries made to consolidation hubs and the last mile being done by cargo bike or electric van".

The pilots will demonstrate how a mix of zero carbon transport initiatives in a small number of different locations can provide efficient, affordable and accessible city centre transport options. We aim to generate learning that can be transferred to other towns and cities, building on the upcoming toolkit to support local authorities to deliver more sustainable transport measures, as announced in the Transport Decarbonisation Plan. The pilots will also coordinate investment from a range of innovation and modal delivery funds to maximise benefits. As well as providing up to £500,000 of development funding to each of the authorities that submits a successful Expression of Interest, the Department has also ringfenced funding to run an ambitious e-cargo pilot programme in the chosen ZETCs, which will explore options such as consolidation hubs and other infrastructure to facilitate last mile delivery. We will look at maximising access to wider funding streams relevant to implementing ZETCs, including for active travel, traffic restriction measures, and electric vehicle charging infrastructure over the next three years.

In practice, we recognise that these pilots are only likely to be successful in places that are far advanced in decarbonising their transport systems. To avoid the need for a time-consuming funding competition, which would be unduly burdensome on local authorities, the Department has therefore assessed places likely to be suitable. We have considered cities' potential to deliver the four interventions described in Gear Change, with details of the assessment criteria at Annex A. Initial assessments suggest that Oxford and Bristol are the only places that meet all of these criteria. The Department therefore invites Oxfordshire County Council and the West of England Combined Authority to submit expressions of interest to take part in this pilot scheme by **Friday 18 February 2022**. If any other authority can demonstrate that a city in its area meets, or will meet, all of the key criteria and that it also has the political will to drive forward this challenging agenda, please get in touch by **18 February**. London boroughs will not be eligible, and our expectation is that support will be targeted at small and medium-sized cities rather than the largest conurbations.

The Department will assess the Expressions of Interest against the criteria set out at Annex A to decide how to award the development funding. We hope to confirm in March the authorities shortlisted to progress to the development phase. We will then work with the shortlisted authorities for six to nine months to support the production by each of a detailed business case setting out what they would do to become a ZETC. This development process will include advice from DfT's analytical, finance, and economic experts, as well as regular working group meetings bringing together key stakeholders. The e-cargo bike pilot will attract separate investment from DfT; for other interventions the business case will need to set out how authorities would expect to meet funding needs, including local contributions, private or commercial contributions, and central government funding.

### **How to apply**

The authorities named above and any other local transport authority that can demonstrate that it includes a town or city which meets the selection criteria in full should write to the Department setting out how that city meets the criteria at Annex A (max. 1000 words). This must include confirmation that your local authority has the political commitment to deliver all four elements of the Zero Transport Emission City pilot scheme:

- extensive cycle lanes
- a zero-emission bus fleet
- restrictions that discourage petrol and diesel cars, taxis and light vans in the city centre
- deliveries made to consolidation hubs and the last mile being done by cargo bike or electric van

As part of this, you must confirm you are willing to:

- Run an ambitious, fully-funded e-cargo bike pilot that combines cycle provision with active travel infrastructure and micro-consolidation hubs
- Gather data and participate in any required monitoring and evaluation activities to maximise learning and tracking of carbon reduction benefits.

These are all pass/fail criteria, so please do get in touch if you are unsure whether your area would qualify.

We do not expect detailed proposals of activities or funding yet, but you should provide a high-level indication of the activities for which you are likely to seek funding, and which central government funds you intend to use. We would expect this to be aligned with the decarbonisation proposals in your Local Transport Plan. Please also include a short annex (up to one page) setting out the proposed activities to undertake during the development phase, and whether you would undertake these in house or contract them out. This should cover all four elements of a ZETC and may include a mix of existing plans for infrastructure/activities and new interventions that will require funding. This information should be sent to [Walking.Cycling@dft.gov.uk](mailto:Walking.Cycling@dft.gov.uk) by **Friday 18 February 2022** with the subject line "ZETC Pilot [Name of Authority]". Your letter must confirm that the aims of the ZETCs are supported by the leader of the council. Inability to deliver commitments of the ZETC may impact future funding bids.

Please get in touch with [Walking.Cycling@dft.gov.uk](mailto:Walking.Cycling@dft.gov.uk) if you have any questions.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'R Furness', with a long, sweeping horizontal stroke extending to the right.

Rupert Furness

## Annex A – Zero Emission Transport City Assessment Criteria

Pass/fail Criteria	Metric
<p>Small or medium sized city</p> <p>England only</p> <p>Excludes London</p>	<p>City Authority has a population 75,000 - 500,000 people</p> <p>Population based on <a href="#">ONS estimates of the population from mid-2020</a></p>
<p>High potential for restrictions that discourage petrol and diesel cars, taxis and light vans in the city centre</p>	<p>Implemented or committed zone that restricts petrol and diesel cars, taxis and light vans in the city centre. This must include restrictions on privately owned vehicles in certain areas of the city. For example, a category D Clean Air Zone or similar.</p>
<p>High potential for a zero-emission bus fleet</p>	<p>Either a) applied for Zero Emission Bus Regional Area (ZEBRA) funding or b) outlined requests for zero emission bus funding through Bus Service Improvement Plan (BSIP)</p>
<p>High potential for extensive bike lanes</p>	<p>At least 15% of adults cycling once a week, from Active Lives Survey 2018-19 data (<a href="#">CW0302</a>)</p>
<p>Political commitment to deliver a Zero Transport Emission City pilot scheme, including monitoring and evaluation activities and an ambitious, fully-funded e-cargo bike pilot</p>	<p>Application must confirm:</p> <ul style="list-style-type: none"> <li>• the aims of the ZETCs are supported by the leader of the council</li> <li>• evaluation will be built into the design of the pilot and considered when designing other ZETC-related interventions</li> <li>• commitment to delivering an e-cargo bike pilot scheme.</li> </ul>



Rupert Furness  
Deputy Director  
Department for Transport  
33 Horseferry Road  
London  
SW1P 4DR

**Reply to** Marvin Rees  
**Telephone** 0117 922 2420  
**E-mail** [mayor@bristol.gov.uk](mailto:mayor@bristol.gov.uk)  
**Date** February 2022

Dear Rupert,

**RE: Zero Emission Transport City (ZETC) Expression of Interest**

Thank you for the invitation to apply for Zero Emission Transport City status. This letter sets out the expression of interest (EoI) for Bristol.

We welcome the opportunity of this EoI to boost our sustainable transport networks. We know that providing efficient, affordable, and accessible city centre transport options is a vital component to improving productivity and delivering ambitious carbon neutral goals. The proposals set out below will help meet national ambitions to level up by supporting a globally competitive city like Bristol to improve local connectivity and transport services whilst continuing to build on our region's long-standing commitments to sustainability and decarbonisation.

Bristol's goal is to be carbon neutral and climate resilient by 2030. We were the first Local Authority to make this commitment. In 2015, Bristol was European Green Capital, and our current climate strategy aims to lead the way again, moving faster than the national average, sharing learnings with others on our journey.

We are a city where actions speak louder than words. We are about to launch a pioneering City Leap Energy Partnership, which will harness private sector expertise and funding of £1 billion to drive down carbon emissions. The city region is also developing plans for a Mass Transit system that will compliment several of the proposals.

We are also a city that leads in transport innovation, with a strong track record of delivery and a pathway to reducing motor traffic and reaching net zero. Nominated the UK's first 'Cycling City' in 2008, the area now has four times the level of commuter cycling than our peers, as well as an 18% share of commuting trips

walked compared to a 12% average among core cities.<sup>1</sup> In 2016 Bristol won funding to be one of four 'Go Ultra Low Cities' delivering £7m of improvements to accelerate uptake of ULEV's across the area, placing us in the top 20% of local authorities for provision of rapid charge points.

Our response to the consequences of the pandemic was decisive, restricting through movements across the city centre to safeguard bus services, pedestrianising local high streets to support hospitality and delivering miles of segregated cycle lanes that we are seeking to make permanent through the Active Travel Fund (ATF). Later this year, we will be implementing our Class D Clean Air Zone (CAZ) charging the most polluting vehicles to enter the city centre and delivering an ambitious support package to provide alternatives for those who need them.

Our City Region Sustainable Transport Settlement (CRTS) funding will also begin delivery this year, rolling out improvements to public transport corridors, delivering on our Local cycling and walking infrastructure plans (LCWIP) commitments and commencing the work for our first Liveable Neighbourhood pilot in East Bristol.

Local government can't achieve net zero alone and we are working with WECA to actively engage the private sector in finding solutions to our transport challenges through our £28m Future Transport Zones programme (FTZ). The timing couldn't be better with our FTZ already testing innovative approaches in the city (such as e-scooters, e-cargo freight trials and mobility hubs). These can be further explored through the business case process and scaled up accordingly to put us on an accelerated trajectory to carbon neutrality.

The pandemic has forced us all to reevaluate how transport networks operate but this has not altered our commitment to reaching net zero. To reach these targets will require fundamental transformation of the ways citizens move around our city region. The proposals set out below demonstrate our vision to achieve this with government support and a partnership approach.

## **Proposals**

We will work across five key areas: demand management, electrification, freight consolidation, communities, and strategic corridors. Actions in these areas have been informed by the evidence base for our One City Climate Strategy and Regional Joint Local Transport Plan and would be explored in greater detail through the ZETC business case process with support from the DfT.



Our ZETC programme focusses on where we can add value to existing plans, trial and innovate new approaches and ramp up current initiatives, demonstrating practical and effective ways to decarbonise transport networks that can be replicated across the UK.

Details of the proposals and associated development activities can be found in the appendix programme plan and supporting information. Some of our headline measures that we would like to explore with the DfT are:

- Create a **Zero Emission Zone in the city centre** (Old City, Broadmead, Cabot, Queens Square) with all servicing, deliveries, public transport access made by zero-emission transport by 2027.
- Work in partnership with operators to leverage funding for the **electrification of the bus fleet** and **provide opportunity charging infrastructure**. Bring forward this commitment from 2035 to 2027, with funding for 250 electric buses
- Install **1,000 residential cycle hangars** by 2027.
- Rapid **expansion of freight consolidation hubs** and seed funding of last mile solutions to serve both the central area and neighbourhood proposals.

Bristol City Council will not be able to deliver on these proposals alone. We need the support and partnership of government and other stakeholders to decarbonise our transport network. We are committed to the aims of the ZETC. With this investment and support we will deliver a carbon neutral and climate resilient city.

In line with the criteria set out in the invitation to apply, we will deliver extensive cycle lanes through our CRSTS programme, bring forward plans to decarbonise our local bus fleet, introduce our CAZ and promote freight consolidation hubs and 'last mile' solutions. We are also committed to running a fully funded e-cargo bike pilot and putting in place an effective monitoring and evaluation plan for our entire programme to track benefits and maximise opportunities for sharing learning.

We look forward to working with you to make Bristol a Zero Emission Transport City.

Sincerely



**Marvin Rees**  
Mayor of Bristol

## Zero Emission Transport City Risk Register

### Negative Risks that offer a threat to Zero Emission Transport City 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	Risk Without Mitigation			Monetary Impact of Risk £k	Residual Risk			
										Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date
a1	The council decides not to accept the funding award from the Department for Transport	The objectives of the fund are seen not to align with wider corporate and city objectives	The funding is rejected and the study is not progressed. There is reputational damage.	Open	Transport and Connectivity	Reputational	Mayor	Provide clear information for how the aims of the fund meet corporate and city objectives	Better	1	15	15	£500,000	1	10	10	May-22
a2	The proposal is not deliverable within available time and budget	The project has been poorly planned and budgeted for with little internal consultation to establish deliverability of proposals	The project is delivered over budget and beyond the delivery deadline leading to either the funding being clawed back or the council having to meet the deficit from internal budgets. Reputational damage also sustained	Open	Transport and Connectivity	Financial Management Reputational	SRO	Ensure project has robust project paperwork and governance tracked and updated throughout the lifetime of the project. Provide adequate time, resource and financial contingency. Communicate any risks earlier to be internal teams and the funder	Better	2	10	20	>£500,000	1	10	10	May-22
a3	The proposal does not meet the intended objectives	The project has been poorly defined with internal teams and decision makers and the funding body.	Risk of clawback of funding from the funding body. Reputational damage. Poor project outcomes	Open	Transport and Connectivity	Financial Management Reputational	SRO	Ensure the project has robust project paperwork and governance. Ensure that key decision points are mapped out and agreed with leadership teams and the funding body. Ensure the mandate has been signed off before project commencement.	Better	2	10	20	>500000	1	5	5	May-22

# Equality Impact Assessment [version 2.9]



Title: Feasibility Study funding - Zero Emission Transport City	
<input type="checkbox"/> Policy <input checked="" type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Growth and Regeneration	Lead Officer name: Jacob Pryor
Service Area: City Transport	Lead Officer role: Transport Policy, Bidding and Strategic Project Team Manager

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

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

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

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

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

The proposal is to receive £500,000 of funding from the Department for Transport to undertake a series of feasibility studies to help decarbonise Bristol's Transport network.

### 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.


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

This project will fund a series of feasibility studies looking at different ways the city could decarbonise the transport network, such as providing more electric vehicle charge points, encouraging the use of e-cargo freight

and reducing parking stock in the central area. If deemed feasible these projects will almost certainly have equality impacts that will need to be considered in full and mitigated where possible. That said, undertaking the feasibility studies to inform this work will not have an equality impact and as such the author suggests that a full Equality Impact Assessment is undertaken after we have established whether these proposals are feasible. The safeguard in this approach is that proposals that are considered feasible will need to be approved at Cabinet as a matter of course before they are permitted to be delivered and an EqIA will be required at this juncture.

## Step 5: Review

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

<b>Equality and Inclusion Team Review:</b> Reviewed by the Equality and Inclusion Team	<b>Director Sign-Off:</b> 
Date: 30/03/2022	Date: 11.5.2022

---

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

## Eco Impact Checklist

<b>Title of report: Zero Emissions Transport City</b>				
<b>Report author: Jacob Pryor</b>				
<b>Anticipated date of key decision : 07/06/2022</b>				
<b>Summary of proposals:</b>				
This report seeks permission to receive a grant award of £500,000 of revenue development funding from the DfT to commission and deliver a series of feasibility and technical studies examining how the city can accelerate plans to decarbonise the transport network				
<b>Will the proposal impact on...</b>	Yes/ No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Yes	+ive	The studies will investigate ways to accelerate plans to decarbonise the transport network.	
Bristol's resilience to the effects of climate change?	Yes	+ive / -ive	The studies will likely recommend a range of new infrastructure developments which may be susceptible to instances of extreme heat or flooding.	It is recommended that the scope of the studies include provision to consider the climate resilience of any proposed changes to infrastructure or vehicle fleets.
Consumption of non-renewable resources?	Yes	-ive / +ive	Decarbonising the transport network will lead to reduced consumption of fossil fuels, however it will also require the consumption of various non-renewable resources to facilitate a step change in the uptake of ULEVs and EVs.	It is recommended that the scope of the studies include provision to consider ways of supporting increased circular use of resources when delivering proposed changes to infrastructure or vehicle fleets.
Production, recycling or disposal of waste	Yes	-ive	Decarbonising the transport network will lead to changes in the composition of private vehicle ownership and fleet vehicles, as well as changes in	It is recommended that the scope of the studies include provision to consider ways of re-using waste materials associated with infrastructure changes and supporting recycling

			infrastructure across the city, leading to increased production and disposal of waste.	schemes where possible for ICE vehicles.
The appearance of the city?	Yes	+ive	Decarbonising the transport network will likely lead to greater levels of cycling and walking infrastructure.	
Pollution to land, water, or air?	Yes	+ive	Decarbonising the transport network will lead to an overall reduction in air pollution across the city.	
Wildlife and habitats?	No	+ive / -ive	The studies will likely recommend a range of new infrastructure developments which may require removal of existing areas of habitat.	It is recommended that the scope of the studies include provision to consider ways of achieving biodiversity net gain from the outset.
<b>Consulted with:</b>				
<b>Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u></b>				
The direct environmental impacts of this proposal are minimal as the technical studies will be primarily desktop based. However, there is opportunity to ensure that the studies take a holistic approach in making recommendations that achieve positive outcomes across multiple environmental criteria rather than solely focusing on carbon reduction.				
<b>Checklist completed by:</b>				
Name: Jacob Pryor				
Dept.: City Transport				
Extension:				
Date: 01/04/2022				
Verified by Environmental Performance Team		Daniel Shelton 01/04/2022		

## Decision Pathway – Report

---

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 07 June 2022

<b>TITLE</b>	Levelling Up Fund bid opportunities	
<b>Ward(s)</b>	Filwood; Avonmouth and Lawrence Weston	
<b>Author:</b> Hannah French	<b>Job title:</b> Deputy Head of Policy and Public Affairs	
<b>Cabinet lead:</b> Cllr Craig Cheney (Deputy Mayor; City Economy, Finance & Performance)	<b>Executive Director lead:</b> Stephen Peacock, Executive Director Growth and Regeneration	
<b>Proposal origin:</b> Other		
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet		
<b>Purpose of Report:</b>		
<ol style="list-style-type: none"> <li>1. To provide a summary of the funding opportunity from the Government’s Levelling Up Fund (LUF) second round</li> <li>2. To approve the two identified schemes to be included in the Council bid(s) to the LUF by 6 July 2022</li> <li>3. To delegate authority to the Executive Director for Growth and Regeneration to deliver the scheme(s) if the bid(s) are successful, in consultation with relevant Cabinet leads.</li> </ol>		
<b>Evidence Base:</b>		
<ol style="list-style-type: none"> <li>1. <b>Background</b> <ol style="list-style-type: none"> <li>1.1. The Levelling Up Fund (LUF) 2 prospectus was published on March 23, 2022. The second round focuses on the following three investment themes: town centre and high street regeneration; support for maintaining and expanding the UK’s portfolio of cultural and heritage assets; and local transport projects.</li> <li>1.2. In this second round, the Government is seeking projects of up to £20m that can demonstrate spend in the 2022-23 financial year. It expects all funding provided from the Fund to be spent by 31 March 2025 or 2025/26 on an exceptional basis. The Fund itself will run until 2024/25.</li> <li>1.3. Each local authority has been placed into category 1, 2 or 3 based on Government criteria, with category 1 representing the highest level of identified need. Bristol was identified as category 2 and did not receive any bid development funding. This prioritisation will inform DLUHC’s consideration of bids against the ‘characterisation of place’ criteria set out in the accompanying assessment framework. This categorisation is despite data showing Bristol has 41 areas in the most deprived 10% in England.</li> <li>1.4. UAs can submit a number of bids for any of the Fund’s investment priorities equivalent to the total number of constituencies within their boundaries. Bristol Members of Parliament (MPs) have a formal role in the bidding process and are required to provide formal priority support to one bid. The deadline for final submissions is 6 July 2022.</li> <li>1.5. Whilst we have not identified any negative impacts from the report’s proposal to seek approval to take forward two bids for the Government’s Levelling Up Fund, if such bids are successful, to ensure delivery meets the needs of the respective local communities and equalities groups, further equality impact</li> </ol> </li> </ol>		

assessments will be required.

## **Summary of Bristol City Council proposal**

Given the above considerations, the Council is seeking approval to submit two bids for the following projects for the 2022-23 second round of LUF:

### **2. Filwood regeneration (Bristol South constituency)**

2.1. The Levelling Up Fund prospectus includes a focus on regeneration and town centre investment; acquiring and regenerating brownfield sites; investing in secure community infrastructure and crime reduction; and bringing public services and safe, accessible community spaces into town and city centres.

2.2 Filwood Broadway is within the top 1.5% most deprived areas in England; the number of people claiming unemployment related benefits is 60% higher in Filwood than the Bristol average and in the Council's recent Quality of Life survey, only 66.7% of local residents were satisfied with their local area, with 33.6% indicating they had shopped in their local street at least once a week.

2.3 In March 2012, Cabinet approved a Filwood Broadway Enhancement Paper which endorsed the Filwood Broadway Development Framework and in October 2012, approved a Knowle West Regeneration Framework, including spatial plans and site proposals; and endorsed an investment plan, principles and programme delivery. The Frameworks have been in place for some time, and the progression of the projects within the area has been delayed. However there is now sufficient capacity in place to bring forward a number of projects which will positively contribute to the regeneration of Filwood and the surrounding area.

2.3 On 5/2/2019 Cabinet approved a report which included the following recommendation - authorise the Executive Director for Growth and Regeneration, in consultation with Cabinet Member for Housing, to submit future external funding bids which will facilitate the delivery of new homes, infrastructure, and regeneration. On 5/2/2022, Cabinet approved £700,000 investment in Filwood and Knowle West.

2.4 The Levelling Up Fund bid for this scheme will be multi-million capital bid (estimated £12+m with local match funding of approx. 10%) that will provide further investment in this area of the city. A successful bid will enable the Council to deliver further investment beyond the activity already underway, including enhancing the public realm works and proceeding with potential new investment in library and other community facilities. The components will form an integral part of the Council's ambition to deliver extensive improvements to Filwood Broadway and its immediate area. Individual elements are aligned to enable additional homes, increased and/or better-quality community and commercial floorspace, with more opportunity for recreation and cultural activities, set within a much greener and attractive environment.

2.5 As noted above, Cabinet has approved £700,000 investment in Filwood and Knowle West which is expected to qualify as match funding. The £390m HRA Business Plan was approved by Cabinet in January 2022 and Full Council in March 2022. In excess of £9m of this HRA investment is projected to be applied Filwood Broadway during the Levelling Up programme period and a proportion of this will also be put forward as match funding. The main risks to scheme delivery relate to the necessary Planning Consents being secured.

### **3. Bristol Cycling Centre (Bristol North West constituency)**

3.1 The Levelling Up Fund prospectus includes a focus on maintaining, regenerating, or creatively repurposing existing cultural or sporting assets, or creating new assets that serve those purposes, sports and athletics facilities as well as transport investments that include but are not limited to active travel.

3.2 The Bristol Cycling Centre will be a multimillion pound capital bid (estimated £12-13m with local match funding of approx. 10%) to construct and operate a new purpose-built regional cycling centre incorporating a competition standard cycling track at Lawrence Weston. Officers from Public Health and Transport have looked for a site to



combine an inclusive cycle centre (where anyone can learn to ride a bike in a traffic free area with a range of inclusive cycles) with a Closed Road Cycling Circuit (CRCC) as identified in Bristol's Sport and Active Recreation Facility Strategy, in order to develop a fully inclusive sub-regional cycle facility. Henacre Open Space is the preferred site location.

3.3. This project and the recreational use proposed is consistent with the open space policies of the BCC local plan, the Lawrence Weston Neighbourhood Development Plan, and the relevant emerging policies in the local plan review. The current much smaller cycling centre at Hengrove Park will close when that site is developed for housing, and services will then transfer to the new, larger centre at Lawrence Weston.

3.4 The proposed bid will invest in a flagship centre that provides a regional hub to increase cycling levels and physical activity in the city, as well as outreach community programmes and additional employment, training and local community inclusion benefits. The Cycling Centre will be an inclusive facility with a core cycling programme that enables new and existing riders to enjoy and benefit from a variety of different cycling disciplines and improve their riding, skills, confidence, fitness and general wellbeing and contributing to increasing levels of cycling and physical activity in the City. It will be the focus for supporting more specialist programmes such as social prescribing and physical rehabilitation, and for accessing broader Council cycle promotion services such as Wheels to Work, loan bikes, Cargo bikes etc. It will also have a regional training centre offer and will include outreach programmes to offer work experience and training to the local community.

3.4. Local match funding of 10% has been identified through the Clean Air Zone. If a LUF bid is unsuccessful, the approach may include a bid to the West of England Combined Authority and/or consideration of alternative sites. These options would likely require further investment from the Council.

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

That Cabinet:

1. Approve the submission of bids to the Levelling Up Fund for each of the two identified schemes, Filwood regeneration and Bristol Cycling Centre, as set out in this report.
2. Authorise, if successful, the Executive Director of Growth and Regeneration in consultation with the Cabinet Member for Finance and Cabinet Member for Housing Delivery and Homes, and S151 Officer, to accept and spend the funding including agreeing the terms of any grant award and procuring and awarding contracts (which may be over £500k) to deliver the relevant project, including design work and planning permission, within the maximum budget envelopes outlined within this report and without further reference to Cabinet.
3. Approve the allocation of local match funding [of 10%] from within the agreed HRA capital programme (Filwood) and Clean Air Zone (Cycling Centre) or other identified match options (subject to delegated authority limits).
4. Notes the previous Cabinet approval dated 18 January 2022 approving the use of the Housing General Fund towards the 10% match funding contribution as outlined in this report.
5. Authorise, if the bids are unsuccessful or fail to achieve the full ask, the Executive Director for Growth & Regeneration, in consultation with Cabinet Member for Finance and Cabinet Member for Housing, and S151 Officer to identify and submit bids for other potential sources of funding within the maximum budget envelopes outlined in this report.

**Corporate Strategy alignment:** The bids collectively meet several elements of our Corporate Strategy, in particular:

1. Homes and Communities: Healthy, resilient and inclusive neighbourhoods with fair access to decent, affordable homes.
2. Tackle health inequalities to help people stay healthier and happier throughout their lives.
3. Economic growth that builds inclusive and resilient communities, decarbonises the city and offers equity of opportunity.

#### **City Benefits:**

1. The proposals provide numerous benefits to the city and its residents, including the opportunity for increased sport and leisure activity leading to healthier lifestyles
2. Encouraging more of our residents to walk and cycle will improve health outcomes and air quality and reduce carbon emissions associated with transport. Protected cycle infrastructure will disproportionately benefit children, women and black and minority ethnic cyclists who typically cite safety as the biggest barrier to cycling.
3. In Filwood, facilities such as the proposed Multi Use Games Area (MUGA), the public realm, and the community

space at the former Filwood Broadway Cinema site will be available to the entire community, and as such will contribute to an equitable society. Providing such facilities in proximity to people’s homes is also positive in terms of sustainability as it will reduce car borne travel to other destinations for sports and recreation.

4. There will also be social value benefits to the community by ensuring inclusivity, and potential for reduced crime and anti-social behaviour as a result of increased facilities.

**Consultation Details**

**Filwood regeneration:** The components that will make up this bid have been subject to various consultation activities:

- Public realm proposals for Filwood Broadway have benefitted from various consultation activities, including most recently community led design workshops in January and March 2022, and formal public consultation anticipated later in 2022.
- Also of note is Council officers’ regular attendance at the Filwood Broadway Working Group meetings, and regular interaction with the Knowle West Alliance and Knowle West Regeneration Residents Planning Group. The Council will continue to engage with the stakeholder organisations in Filwood, such as Live West, the Filwood Playing Field Trust, and Fields in Trust.
- January to February 2022 saw pre planning consultation on the former Filwood Broadway Cinema site proposals took place. Statutory consultation will be undertaken on the planning application for these proposals post submission. The proposed MUGA will be subject to public consultation as the proposals evolve.
- With regard to the former Filwood Swimming Pool site, there was consultation on the planning application for new homes, ref: 21/05652/F, in late 2021. This application will be determined by Members of the Council’s Development Management Committee.
- Filwood Ward Councillors and the relevant Lead Members of Cabinet are briefed on a regular basis, and this will continue.
- If a bid is successful, there will be further public consultation on preferred design for public realm works, the community centre project and Filwood Broadway.

**Cycling Centre:** Consultation has been undertaken including the following activities:

- Local engagement sessions with residents in Lawrence Weston have taken place as well as a fact-finding survey. Public engagement has taken place during October 2019 at an event on site, and via the Councils consultation portal in March 2020.
- The Council has also consulted with Ambition Lawrence Weston, and British Cycling representatives from the South and Southwest as well as Local Cycle Clubs including Access Sport, Go Ride Clubs and Inclusive Cycling providers – much of this activity was undertaken in 2020-21.
- There has been engagement with Ward Councillors and relevant Lead Members of Cabinet
- Further consultation including for necessary planning application and as part service development and community outreach work will be required if the bid is successful.

**Background Documents:**

[Levelling Up Fund Round 2: Prospectus](#)

[Levelling Up Fund Round 2: Updates to the Index of Priority Places](#)

<b>Revenue Cost</b>	£	<b>Source of Revenue Funding</b>	
<b>Capital Cost</b>	£	<b>Source of Capital Funding</b>	Awarded DLUHC capital grants (estimated at c£12m (Filwood); and £13m (Bristol Cycle Centre); match funding of 10% from a combination of HRA Business Plan for Filwood Regeneration; and 10% from CAZ income for Bristol Cycling Centre
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**Finance Advice:** This report informs members of the funding opportunity afforded by the Government's Levelling Up Fund (LUF) and seeks approval for the two schemes identified by officers to be included in the Council bid(s) to second round of the LUF.

**Filwood Regeneration:** A bid of up to £12m will be submitted, with an expected match funding of up to £1.3m (10%) which is to be funded from a combination of housing General fund and Housing HRA funding. The two confirmed sources of funding are: £700k in Housing GF capital and up to £9.8m in the HRA capital programme (22/23 -24/25). The bid is still being developed; however, adequate match and contingency has been identified, and it is expected that the bid will be completed in time for the bid submission date, and all necessary due diligence completed by the Housing finance team. The Housing and Landlord services will be responsible for any costs overrun.

**Bristol Cycling Centre:** A bid of up to £13m will be submitted (inclusive of a contingency of £2m). These costings reflect recent pricing and assessment following ongoing review and development of the business case. It will require match funding of £1.3m which is expected to be met from CAZ income. This service will be expected to be responsible for any cost overrun where such costs cannot be value engineered. The service is also reviewing all previous funding commitments to reallocate such funds to this scheme ahead of any CAZ income drawdown (where such funds still exist).

The LUF funding condition requires the Council as the lead authority to accept responsibility for meeting any costs over and above the Government contribution, including potential cost overruns and the underwriting of any funding contributions expected from third parties.

If successful, both projects will need to commence implementation in 2022/23 and be completed by 24/25 (25/26 on exceptional basis only). As Bristol is grouped as a category 2 LA, it did not receive any funding towards the development of this bid.

If successful, services are expected to follow all necessary procurement processes.

**Finance Business Partner:** Kayode Olagundoye, Interim Finance Business Partner, Growth and Regeneration, 23 May 2022

**2. Legal Advice:** No particular legal issues arise in connection of the application for grants. Careful consideration will however need to be given to the conditions attached to any approvals, including any obligations for match funding etc. Legal services will assist in this. In addition, approval is sought for the Executive Director, should the bids be successful, to proceed to commission all contracts required to deliver each project, without further reference to Cabinet, regardless of value. All procurement activities will of course need to comply with the Public Contract Regulations 2015 and the Councils own procurement rules.

**Legal Team Leader:** Husinara Jones, Team Leader – Commercial & Governance Team, 16 May 2022

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

**IT Team Leader:** Gavin Arbuckle – Head of Service Improvement and Performance, 27 April 2022

**4. HR Advice:** Have reviewed the report and can confirm that there are no HR implications evident

**HR Partner:** Chris Hather, HR Consultancy Manager - Growth and Regeneration, 19 April 2022

<b>EDM Sign-off</b>	Stephen Peacock, Executive Director Growth and Regeneration	27 April 2022
<b>Cabinet Member sign-off</b>	Cllr Craig Cheney, Deputy Mayor; Economy, Finance and Performance	05 May 2022
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	9 May 2022

<b>Appendix A – Further essential background / detail on the proposal</b>	<b>NO</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>

<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>NO</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>No</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>

# Equality Impact Assessment [version 2.9]



Title: Levelling Up Fund bid opportunities (Cabinet – June 7)	
<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: <b>Growth and Regeneration</b>	Lead Officer name: <b>Hannah French</b>
Service Area: <b>Housing Delivery; Strategic Transport; Economy of Place</b>	Lead Officer role: <b>Deputy Head, Policy and Public Affairs</b>

## 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.

<p>The Government’s Levelling Up Fund (LUF) prospectus was published on March 23, 2022. It is a competitive fund, open to capital bids from local authorities for projects covering the investment themes of town centre and high street regeneration; maintaining and expanding the UK’s portfolio of cultural and heritage assets; and local transport projects. The quantum of a bid is up to a maximum of £20m with some delivery expected within the financial year 2022/23. Bristol has been allocated as a ‘category 2’ area by the Government’s prioritisation of need index so did not receive any bid development funding. Formal support from the local MP is required.</p> <p>The report’s proposal is to develop and submit two bids for this Fund for 2022-23 for the Bristol Cycling Centre and Filwood regeneration. These will cover the parliamentary constituencies of Bristol North West and Bristol South.</p>
---

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

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

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

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

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


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

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

Whilst we have not identified any negative impacts from the report's proposal to seek approval to take forward two bids for the Government's Levelling Up Fund, if such bids are successful, to ensure delivery meets the needs of the respective local communities and equalities groups, further equality impact assessments will be required. To note, the Cycling Centre project has an existing EQIA and the Filwood bid is in the context of wider proposals for development in this area, for which there have been relevant assessments applied.

**Step 5: Review**

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

<p><b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i></p>	<p><b>Director Sign-Off:</b></p>  <p>John Smith, Director, Economy of Place</p>
<p>Date: 24/4/2022</p>	<p>Date: 18.5.2022</p>

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

# Decision Pathway – Report

---

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 07 June 2022

<b>TITLE</b>	Council Tax Reduction Scheme 2023/24												
<b>Ward(s)</b>	All												
<b>Author:</b> Matthew Kendall	<b>Job title:</b> Benefits Technical Manager												
<b>Cabinet lead:</b> Deputy Mayor/Cabinet member for City Economy, Finance and Performance, Cllr Cheney	<b>Executive Director lead:</b> Mike Jackson												
<b>Proposal origin:</b> Other													
<b>Decision maker:</b> Cabinet Member													
<b>Decision forum:</b> Cabinet													
<b>Purpose of Report:</b>													
<ol style="list-style-type: none"> <li>1. Provide an update on the Local Council Tax Reduction (CTR) scheme</li> <li>2. Provide illustrative options for the scheme</li> <li>3. Seek approval of the CTR scheme 2023/24.</li> </ol>													
<b>Evidence Base:</b>													
<b>Background</b>													
<p>Following the abolition of Council Tax Benefit (CTB) in 2013, local authorities (LAs) in England were charged with designing their own Council Tax Reduction (CTR) schemes for those of working age – though they were obliged to provide a centrally determined and protected level of support for pensioners. Despite reduced funding being made available to local authorities by government, Bristol remains one of a few local authorities to keep its level of support to low-income families at the pre-2013 levels, including up to 100% of household’s liability, for nearly three quarters of working age households all their Council Tax.</p>													
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Percentage of council liability covered by CTR</th> <th style="width: 50%;">Number of working age households</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Under 50%</td> <td style="text-align: center;">2,867</td> </tr> <tr> <td style="text-align: center;">50 – 74%</td> <td style="text-align: center;">1,539</td> </tr> <tr> <td style="text-align: center;">75 – 99%</td> <td style="text-align: center;">1,923</td> </tr> <tr> <td style="text-align: center;">100%</td> <td style="text-align: center;">17,665</td> </tr> </tbody> </table>				Percentage of council liability covered by CTR	Number of working age households	Under 50%	2,867	50 – 74%	1,539	75 – 99%	1,923	100%	17,665
Percentage of council liability covered by CTR	Number of working age households												
Under 50%	2,867												
50 – 74%	1,539												
75 – 99%	1,923												
100%	17,665												
<p>Most other local authorities chose CTR schemes that were less generous than the CTB system they were replacing, with some low-income households having to pay council tax for the first time and others seeing their tax liabilities increase. 90% of English councils and all Core Cities except Bristol, have made some changes to their CTR scheme for working-age households - almost all of them reducing support, with the most common being the introduction of a minimum payment of around 20%.</p>													
<p>In 2022/23 only two of the sixteen Benefits Core Cities members have changed their CTR scheme, both making it more generous, with one increasing the minimal level of support from 85% to 90% and the other adding an additional group to 100% of a household’s Council Tax liability.</p>													

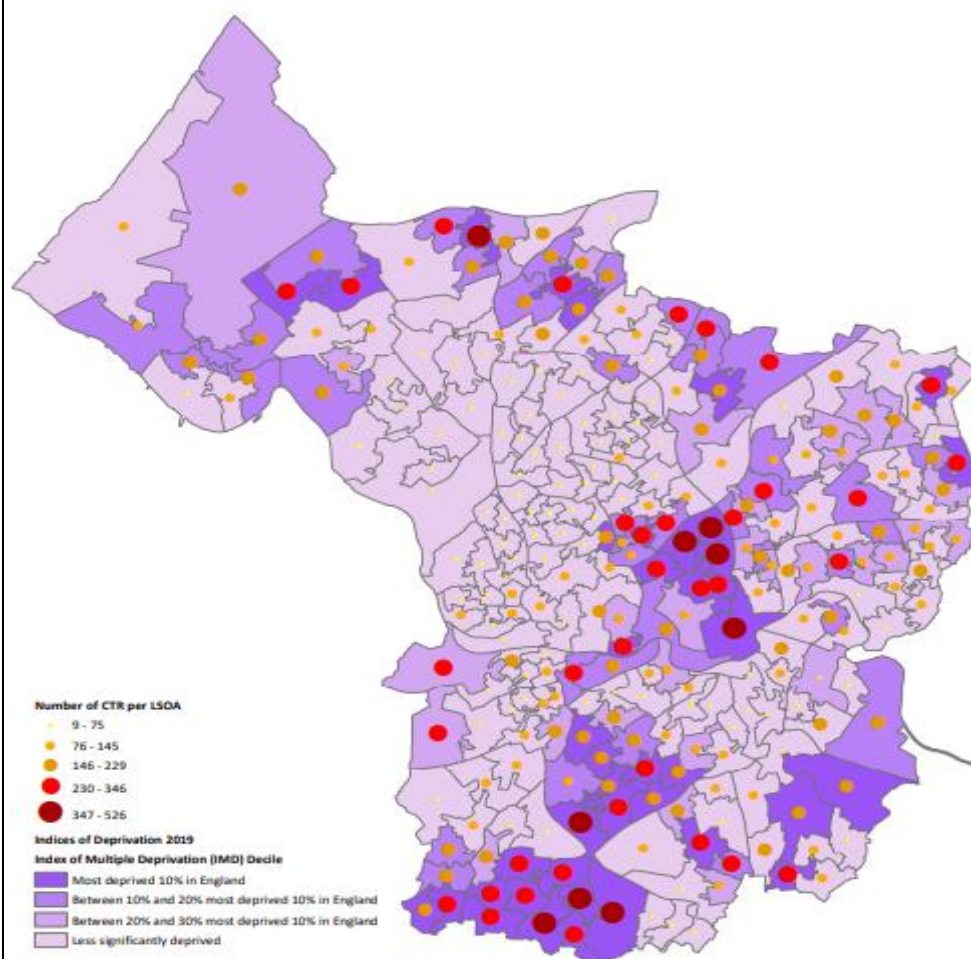
Our scheme supports 34,338 households who are on a low income of which just over 24,000 are working age. As the scheme supports those on a low income, the most deprived areas of Bristol tend to see concentrations of households who are receiving CTR.

A full equalities impact assessment has been completed which illustrates those households that benefit from the current scheme and/or would be affected by any changes to it. Any changes to the scheme would have to have due regards to any impact on 'vulnerable' households, plus consideration of possible transitional protection, if entitlement is reduced. Vulnerability is not defined but guidance suggests should be with regard to the Equality Act 2010.

### Impact of Council Tax Reduction on Council Tax Debt and deprivation for low-income households

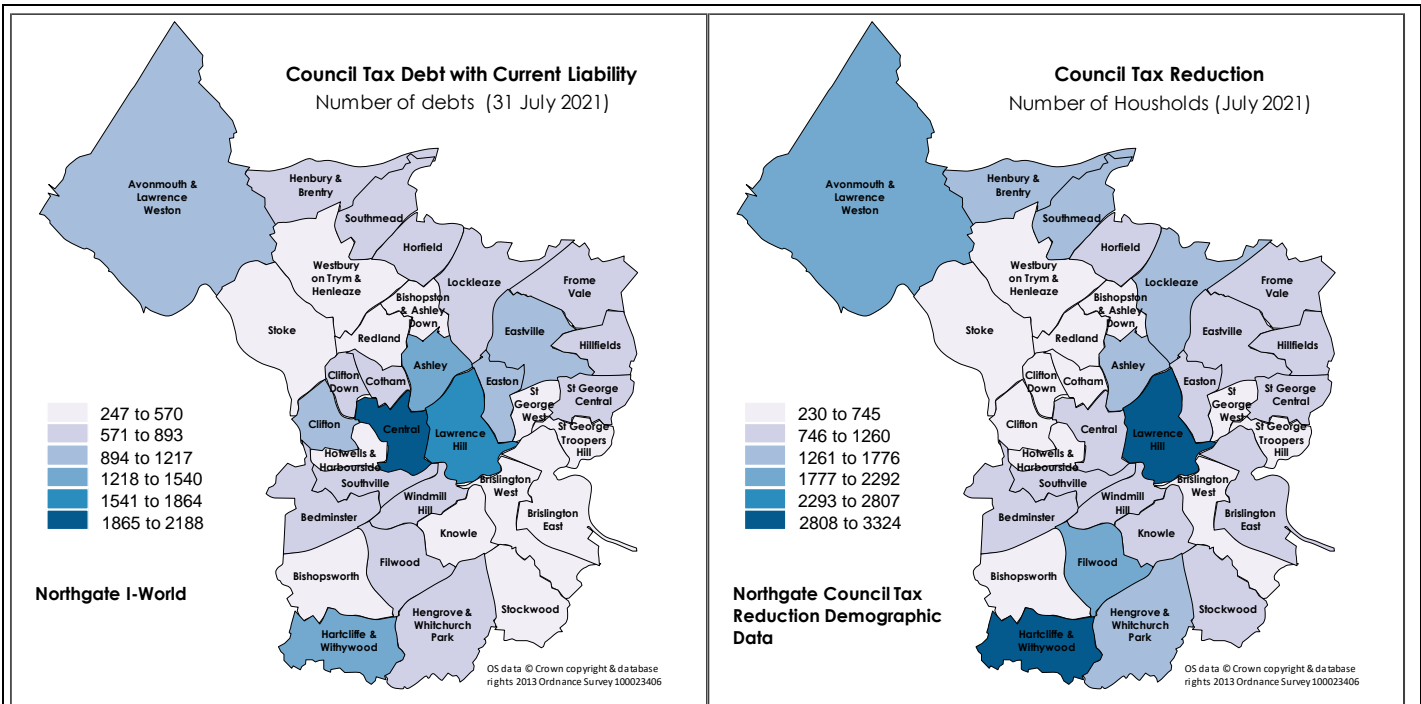
The first map (also contained within the equalities impact assessment – appendix E) shows the number of households on CTR compared to areas of deprivation by Lower Super Output Area (LSOA) and the correlation between the two, and that CTR awards are going to those households and areas most in need.

This map shows that CTR awards are greater in areas of high deprivation e.g. Lawrence Hill, Hartcliffe and Withywood, Avonmouth and Lawrence Weston, Ashley, Filwood, Lockleaze, Southmead and Brislington East



The next map shows the number of households on CTR and those in debt with their Council Tax by ward. These maps have many similarities in those levels of indebtedness and where there is high take up of CTR, e.g. Lawrence Hill, Hartcliffe and Withywood, Avonmouth and Lawrence Weston, and Ashley.



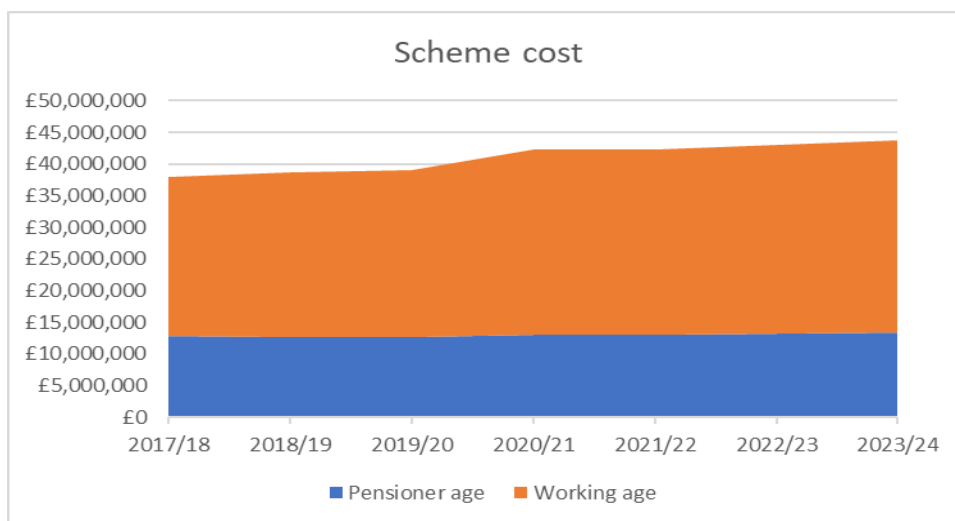


### Current and projected scheme costs and caseload

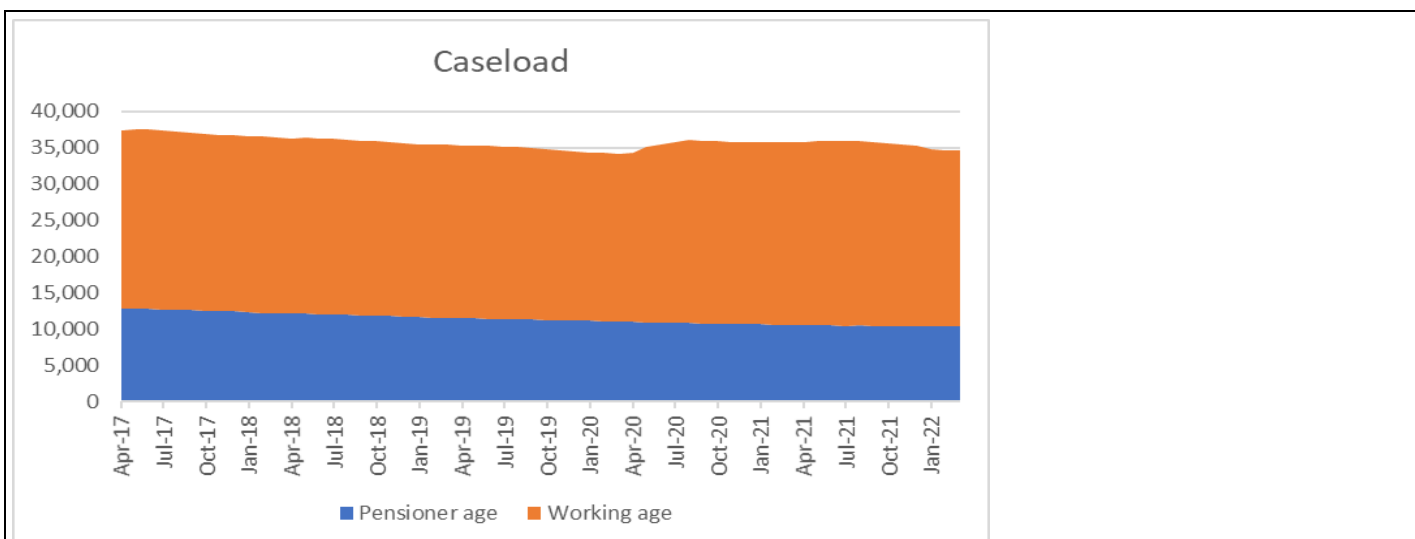
Bristol's CTR scheme as of April 2022 costs £43million. The working age scheme costs £30million and the pension age scheme costs £13million. Recent trends suggest that the caseload is reducing slowly after the pandemic and parts of the economy are opening again. The overall reduction in households claiming CTR was 3.38% over the financial year 2021/22.

The graph below shows the costs of the scheme since 2017/18 and projected costs for 2023/24. The scheme cost has generally increased slightly year on year because of annual increases in council tax (including the precepts for adult social care and amounts levied by the policy and crime commissioner and Avon fire authority).

The increase in 2020/21 was because of the pandemic and increase in demand on the working age scheme. Projections to include year-end 2022/23 and 2023/24 are based on a static caseload and a 1.99% increase in council tax in 2023/24. The estimated scheme cost for 2023/24 is almost £44million.



The graph below shows the caseload trends since 2017/18 to March 2022. This shows a slight decline in the pension age caseload over time. After an increase due to the pandemic, the working age caseload is beginning to reduce. However, it is around 1,000 households more than pre-pandemic levels.



Due to the nature of predicting caseload and scheme costs in to 2023/24, sensitivity ranges have been included below. These are based on a 1.99% increase in council tax and provided for a 2.5% increase or decrease in caseload, the current caseload trend (see appendix A) and a 5% increase or decrease in caseload. The below estimates include increases in benefits rates for working age and pensioners in 2022/23, including the ending of the pensioner triple lock, whilst also noting rates are not known for 2023/24, but are included within the sensitivity allowances. Similar analysis is also in Appendix A based on a 3.99% increase in council tax.

No change	Current trend	2.5% increase	5% increase	2.5% decrease	5% decrease
£43,851,482.07	£42,050,511.06	£44,947,769.12	£46,044,056.18	£42,755,195.02	£41,658,907.97

### Scheme history and requirement to consult

Bristol reviews its scheme each year in line with legislation but has only consulted twice. Once on inception of the scheme in April 2013 and again in 2017, when it looked at potential changes to its 2018/19 scheme. For all other years, a decision was made at cabinet level to retain the current scheme. No changes have been made to the scheme since 2013.

If Bristol did decide to alter its scheme for 2023/24 it would need to formulate options for change and a period of consultation of around 6 – 8 weeks over the Summer of 2022, with a further report plus recommendation for the scheme, going back to Cabinet, by the Winter of 2022/23.

It is also recommended that a similar paper also goes through Scrutiny, which also looks in to impacts associated with Universal Credit.

The statutory deadline for a decision on next year’s scheme is 11<sup>th</sup> March 2023, but to meet internal budget setting deadlines, would need to be made by January 2023 Cabinet.

### Illustrative scheme options

Appendix A outlines the estimated cost of the scheme in 2023/24 and provides illustrative options for a 10% and 20% reduction in support for those of working age. Such options would deliver a gross annual saving of £3million and £6million respectively. However, this would mean the withdrawal of support to many of Bristol’s lowest income households, increased debt and recovery costs, and hardship at a time where inflation is high and other bills and utilities have seen double digit growth.

If any potential saving option would have been taken, it would have not needed to be taken in full, but could be reinvested to support low income vulnerable households either by; supporting some/all existing CTR recipients via transitional protection awards or ongoing ones, or a distinct discretionary fund to further reduce Council Tax for

those most in need, or alternatively rediverting funds in to the council's Local Crisis and Prevention Fund (LCPF).

There are no proposed changes in respect of the 2023/34 Council Tax Reduction Scheme.

**Cabinet Member / Officer Recommendations:**

That Cabinet:

1. Approves the Council Tax Reduction scheme 2023/24.

**Corporate Strategy alignment:**

The current CTR scheme aligns to the corporate strategy in which the vision is for Bristol to be a city:

1. In which everyone benefits from the city's success, and no-one is left behind.
2. Where people have access to decent jobs and to affordable homes.
3. In which services and opportunities are accessible.
4. Where life chances and health are not determined by wealth and background.

This is through providing support to households who are on a low income, so that levels of poverty are reduced with the benefits to health and opportunities that this brings.

**City Benefits:**

Current levels of support protect households on a low income who are being affected by the increased cost of living, may still be dealing with financial losses because of the pandemic and below inflation increases to benefits and tax credits.

**Consultation Details:** None at present unless changing the scheme, plan to attend Scrutiny

**Background Documents:**

Bristol City Council's CTR scheme for 2022/23

[Council tax reduction scheme - bristol.gov.uk](https://www.bristol.gov.uk/council-tax-reduction-scheme)

Cabinet report for CTR scheme in 2022/23

[Council Tax Reduction Scheme 2022 23 Cabinet Report.pdf \(bristol.gov.uk\)](https://www.bristol.gov.uk/council-tax-reduction-scheme-2022-23-cabinet-report.pdf)

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

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

**1. Finance Advice:** This report provides an update regarding the Local Government Council Tax Reduction Scheme and goes on to recommend that Cabinet maintains the CTR Scheme 'as is' for 23/24.

The Benefits Service latest planning model includes the following key assumptions for 23/24 –

- That there is a 1.99% increase in Council Tax rate from 22/23 to 23/24
- That both the working age caseload and the pension age caseload remain static for 23/24 (although noting that the current trend is downward)  
so that total costs (excl. Hardship funding) would increase by £0.9m from £43m in 22/23 to £43.9m in 23/24.

Against this, the last MTFP as prepared in Q3 2022/23 assumed –

- Similarly that there would be a 1.99% increase in Council Tax rate from 22/23 to 23/24
- But that whilst the working age caseload would remain static for 23/24, the pension age caseload (which

represents broadly a third of total caseload) would reduce by -2.74% in 23/24 so that total costs per the MTFP were planned to increase by £0.5m in 23/24.

Consequently, allowing for BCC holding an 85% precept in the overall scheme cost (as for Budget 22/23 precept position) this report's proposal indicates £0.4m incremental pressure to that planned for 23/24.

Sensitivity analysis on these latest planned caseload assumptions shows that costs for 2023/24 could vary between £41.6m and £46.0m, a £4.4m range, if there was an overall decrease or increase in caseload of +/- 5%.

Any further increase in Council Tax, currently assumed at 1.99%, would incur additional pressure with +1% point in Council Tax equating to +£0.4m pressure (before changes in caseloads).

**Finance Business Partner:** Jemma Prince, Finance Business Partner, 19 May 2022

**2. Legal Advice:** Section 13A of the Local Government Finance Act requires each billing authority to have a scheme specifying the reductions to apply to amounts of council tax payable by people whom the authority considers are in financial need. Schedule 1A of the Act requires each billing authority to consider whether to revise its scheme or to replace it with another scheme every financial year.

The decision maker must take into consideration the information in the Equalities Impact Assessment before taking the decision.

Legal Team Leader: Husinara Jones, Team Leader/Solicitor 6 May 2022

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

**IT Team Leader:** Gavin Arbuckle – Head of Service Improvement and Performance, 3 May 2022

**4. HR Advice:** There are no HR implications of the recommendation to continue the current scheme as is for 2023/24.

**HR Partner:** James Brereton (HR Business Partner), 16 May 2022.

<b>EDM Sign-off</b>	Mike Jackson	4 May 2022
<b>Cabinet Member sign-off</b>	Deputy Mayor/Cabinet member for City Economy, Finance and Performance, Cllr Cheney	5 May 2022
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's office	9 May 2022

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

## Appendix A – Background and illustrative options

### 1. No change to the current working age scheme

The following table shows the forecast costs of the CTR scheme if it is unchanged and council tax is increased by 1.99% or 3.99% in 2023/24:

Council Tax increase	No change in caseload	Current caseload trend <sup>1</sup>	2.5% increase in caseload	2.5% decrease in caseload
1.99%	£43,851,482.07	£42,050,511.06	£44,947,769.12	£42,755,195.02
3.99%	£44,711,399.36	£42,875,111.72	£45,829,184.34	£43,593,614.38

This option would protect the support provided to over 23,000 households who are on a low income in 2023/24.

The table below outlines the key advantages and disadvantages of this option:

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>Continues to protect households at the same levels as CTB</li> <li>Supports households who are already experiencing increased living costs</li> <li>Reduces debt to the council for low-income households</li> <li>Reduces overall costs of recovery for relatively small sums from lots of households</li> <li>Aligns to protecting vulnerable households</li> <li>Will not impact disproportionately on any equality group</li> <li>Removes requirement for consultation process</li> <li>Lower demand for citizen services, fewer queries</li> </ul>	<ul style="list-style-type: none"> <li>Costly and gets more expensive as council tax and/or caseload increases</li> <li>Will directly impact on the provision of other services as less council tax raised</li> </ul>

### 2. All working age households pay a minimum of percentage of their council tax liabilities

The following tables shows the forecast costs and gross savings if a minimum charge of was applied to all working age CTR recipients and council tax is increased by 1.99% or 3.99% in 2023/24:

#### Minimum payment of 20% of liability

Council tax increase of 1.99%				
	No change in caseload	Current caseload trend	2.5% increase in caseload	2.5% decrease in caseload
Scheme cost	£37,771,561.14	£36,216,134.18	£38,715,850.17	£36,827,272.11
Gross saving	£6,079,920.94	£5,834,376.88	£6,231,918.96	£5,927,922.91

Council tax increase of 3.99%				
	No change in caseload	Current caseload trend	2.5% increase in caseload	2.5% decrease in caseload
Scheme cost	£38,248,464.44	£36,673,777.23	£39,204,676.05	£37,292,252.83
Gross saving	£6,462,934.92	£6,201,334.49	£6,624,508.30	£6,301,361.55

<sup>1</sup> The caseload trend is a 4.26% reduction for pensioners and 4.04% for working age people in the financial year 2021/22

This will affect around 23,000 households, paying an average of £264.18 additional council tax per annum if the council tax increase is 1.99%. This would increase to £280.83 for an increase of 3.99%.

#### Minimum payment of 10% of liability

Council tax increase of 1.99%				
	No change in caseload	Current caseload trend	2.5% increase in caseload	2.5% decrease in caseload
Scheme cost	£40,811,521.60	£39,133,322.62	£41,831,809.64	£39,791,233.56
Gross saving	£3,039,960.47	£2,917,188.44	£3,115,959.48	£2,963,961.46

Council tax increase of 3.99%				
	No change in caseload	Current caseload trend	2.5% increase in caseload	2.5% decrease in caseload
Scheme cost	£41,348,037.82	£39,648,171.05	£42,381,738.76	£40,314,336.87
Gross saving	£3,363,361.54	£3,226,940.67	£3,447,445.58	£3,279,277.51

This will affect around 23,000 households, paying an average of £132.09 additional council tax per annum if the council tax increase is 1.99%. This would increase to £146.14 for an increase of 3.99%.

The table below outlines the key advantages and disadvantages of this option:

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Has potential to make significant savings even when recovery rates are considered</li> <li>• Savings made can be used to provide funding for other services</li> <li>• Targeted support can be given to those most in need</li> </ul>	<ul style="list-style-type: none"> <li>• Increases costs to households when there are increases in other expenses</li> <li>• Increases debt to the council for low income households</li> <li>• Increases overall costs of recovery for relatively small sums from lots of households</li> <li>• May not protect vulnerable households</li> <li>• Will disproportionately affect some equality groups</li> <li>• Requirement for consultation process</li> <li>• Cost involved in developing scheme</li> <li>• Increased demand for citizen services, more queries</li> <li>• May be politically unpopular and result in more complaints</li> </ul>



# Equality Impact Assessment [version 2.9]



Title: Council Tax Reduction scheme 2023/24	
<input checked="" type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input type="checkbox"/> New <input type="checkbox"/> Already exists / review <input checked="" type="checkbox"/> Changing
Directorate: Finance	Lead Officer name: Denise Murray
Service Area: Benefits	Lead Officer role: Director - Finance

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

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

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

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

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

We are reviewing our Council Tax Reduction (CTR) scheme that currently supports 35,000 households who are on a low income with the cost of their council tax. Just over 24,000 are of working age and the remainder are pension age. The current scheme is a means tested discount and pension age recipients are protected from any reduction in support under a scheme that is set out in national regulations. We have fully funded our working age scheme since CTR was introduced in 2013 and this has resulted in working age recipients getting similar levels of support to pension age recipients (up to 100% of their council tax liability).

We currently spend £43million on the scheme (£30million working age, £13million pension age). The forecast cost of the scheme in 2023/24 is £44million.

The council can make changes to its working age scheme that may reduce the level of discount that is paid (such as introducing a minimum charge for all working age households). This is subject to a consultation process and any changes to the scheme must be agreed by Full Council.

The current proposal is to seek a decision on whether to retain the current levels of support scheme or consult on making changes to the scheme for working age people. If we were to reduce CTR funding this this would result in a financial loss for those working age households who are otherwise eligible for support.

### 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.

Yes  No

## Step 2: What information do we have?

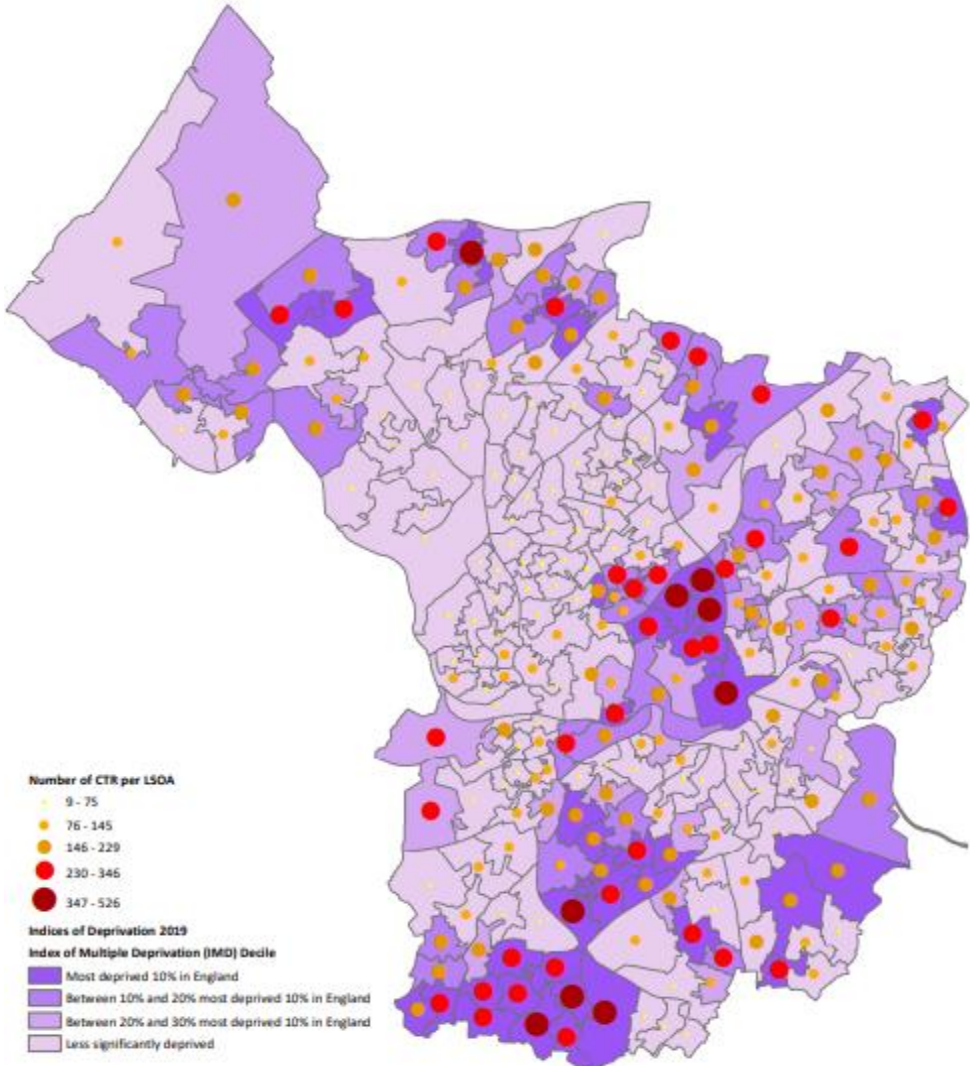
### 2.1 What data or evidence is there which tells us who is, or could be affected?

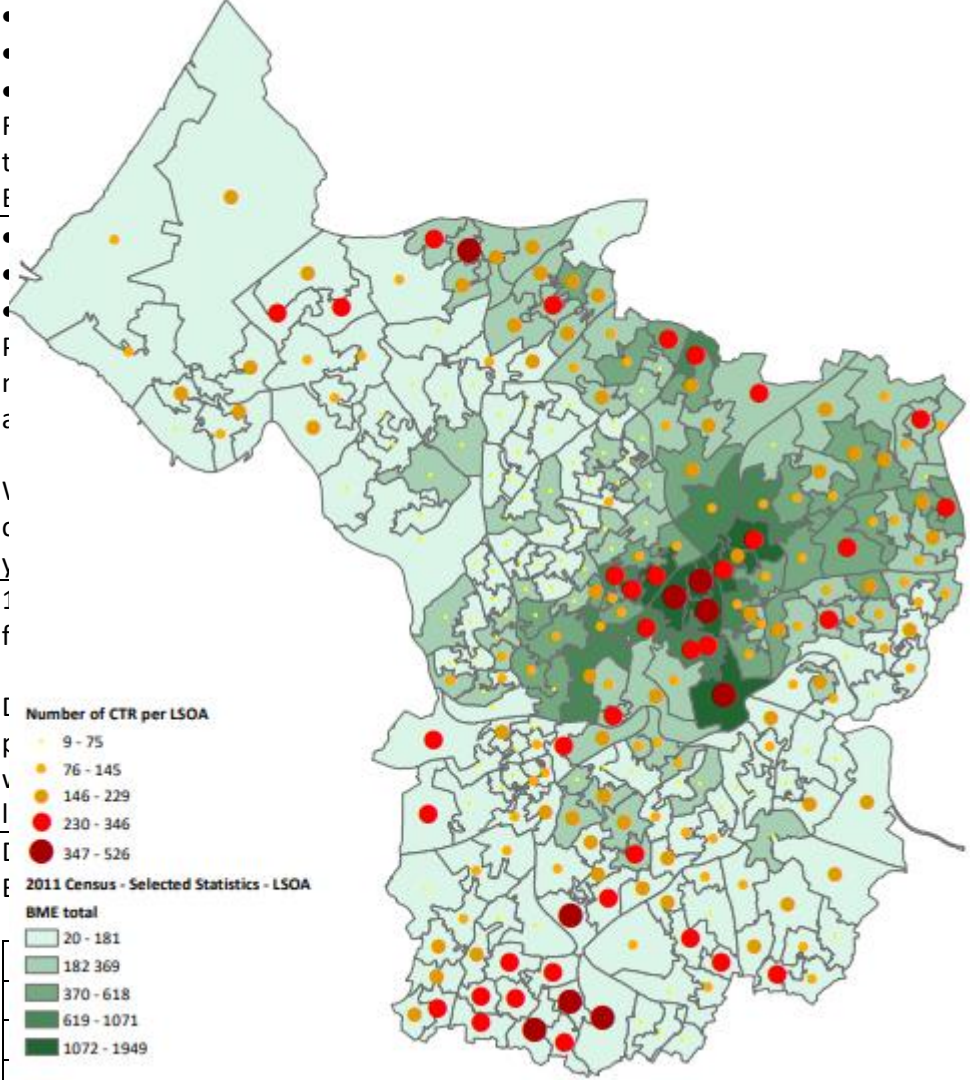
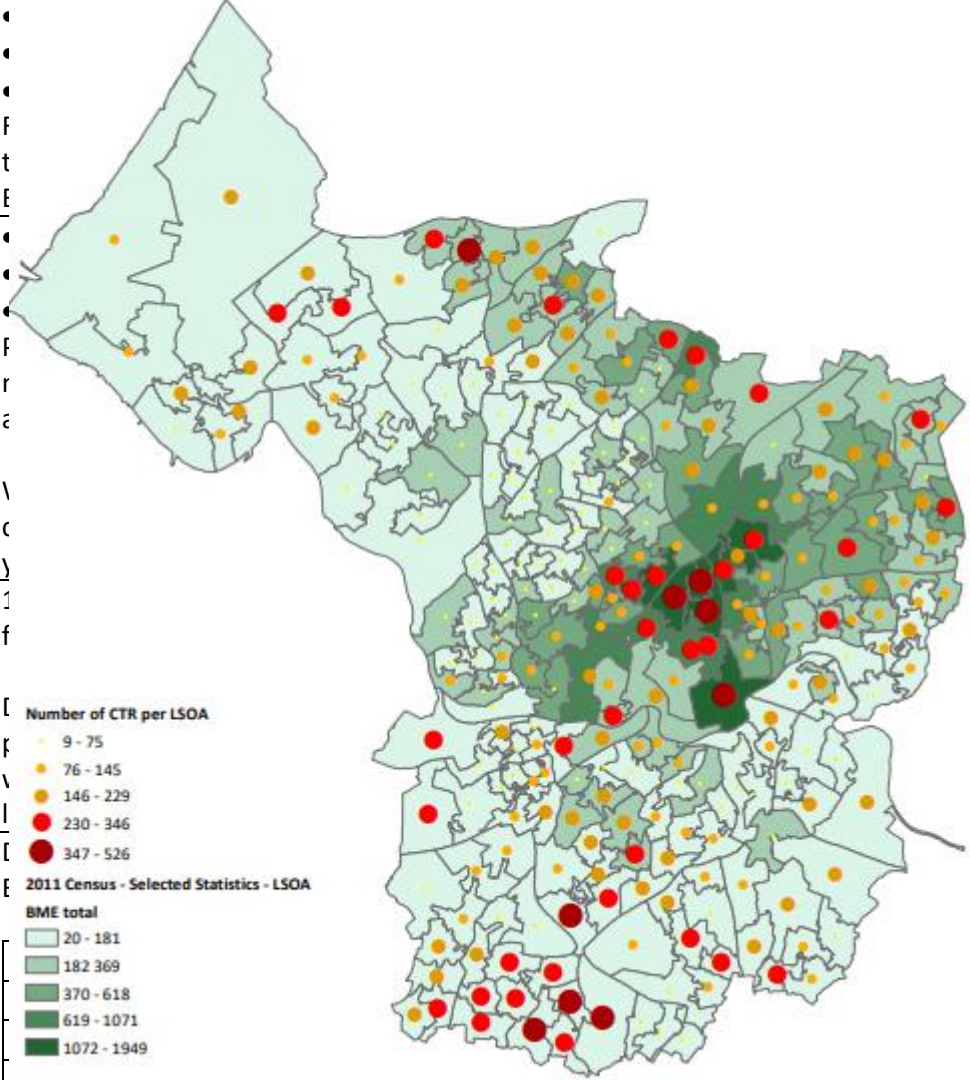
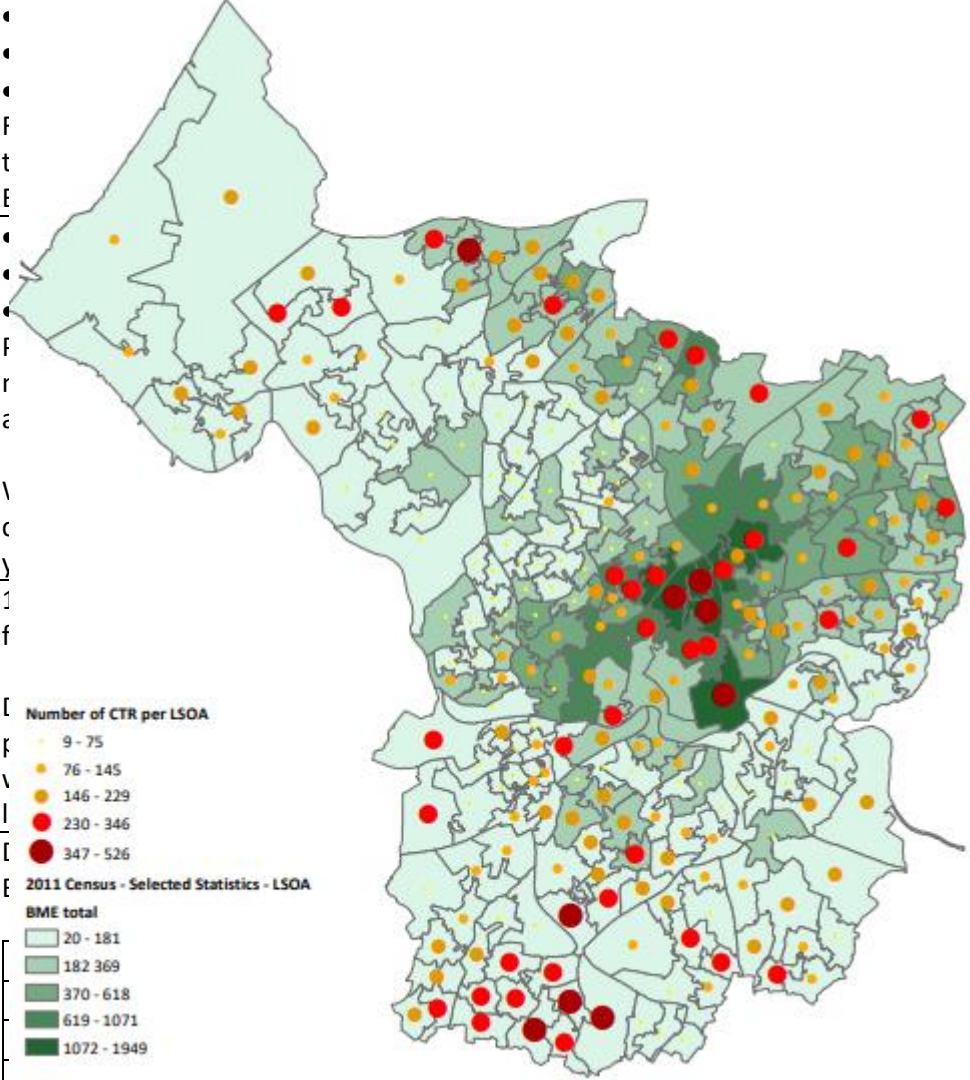
Please use this section to demonstrate an understanding of who could be affected by the proposal. Include general population data where appropriate, and information about people who will be affected with particular reference to protected and other relevant characteristics: <https://www.bristol.gov.uk/people-communities/measuring-equalities-success>.

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	Summary of what this tells us
<p>CTR caseload data and indices of deprivation 2019</p>	<p>All the LSOAs in Bristol that are in the most deprived 10% in England also have above average numbers of households who are receiving CTR. 12,067 awards have been made within these areas. This represents 34% of the entire caseload. By contrast, the least deprived LSOAs (IMD decile 10) have 328 active CTR awards. The map below shows active CTR awards against Indices of Multiple Deprivation.</p>  <p>The map displays the Bristol region divided into Lower Super Output Areas (LSOAs). Each LSOA is shaded based on its Index of Multiple Deprivation (IMD) decile in 2019. The shading ranges from dark purple (most deprived 10% in England) to light pink (less significantly deprived). Superimposed on this map are colored circles representing the number of active CTR awards in each LSOA. The size and color of the circles correspond to the number of awards: small yellow circles (9-75), medium orange circles (76-145), large red circles (146-229), and very large dark red circles (230-346). The largest circles are concentrated in the central and southern parts of the city, which are also shaded in the darkest purple, indicating the highest levels of deprivation and the highest caseloads.</p> <p><b>Number of CTR per LSOA</b></p> <ul style="list-style-type: none"> <li>9 - 75</li> <li>76 - 145</li> <li>146 - 229</li> <li>230 - 346</li> <li>347 - 526</li> </ul> <p><b>Indices of Deprivation 2019</b></p> <p><b>Index of Multiple Deprivation (IMD) Decile</b></p> <ul style="list-style-type: none"> <li>Most deprived 10% in England</li> <li>Between 10% and 20% most deprived 10% in England</li> <li>Between 20% and 30% most deprived 10% in England</li> <li>Less significantly deprived</li> </ul>

CTR caseload data and census ethnicity data 2011	There are 79 LSOAs (30% of all areas in Bristol) where there is an above average number of households with people from Black, Asian and minority ethnic																					
CTR caseload data by sex	Sex by lead working age claimant: <ul style="list-style-type: none"> <li>• 15,170 females (61%)</li> <li>• 13,190 single females (53%)</li> </ul>																					
CTR caseload data by age																						
CTR caseload data by receipt of disability benefit																						
CTR caseload data and religion/faith data	 <p><b>Number of CTR per LSOA</b></p> <ul style="list-style-type: none"> <li>9 - 75</li> <li>76 - 145</li> <li>146 - 229</li> <li>230 - 346</li> <li>347 - 526</li> </ul> <p><b>2011 Census - Selected Statistics - LSOA</b></p> <p><b>BME total</b></p> <ul style="list-style-type: none"> <li>20 - 181</li> <li>182 - 369</li> <li>370 - 618</li> <li>619 - 1071</li> <li>1072 - 1949</li> </ul> <table border="1" data-bbox="486 1411 1021 1691"> <tr> <td>Hindu</td> <td>2712</td> <td>1%</td> </tr> <tr> <td>Jewish</td> <td>777</td> <td>&lt;1%</td> </tr> <tr> <td>Muslim</td> <td>22016</td> <td>5%</td> </tr> <tr> <td>Sikh</td> <td>2133</td> <td>&lt;1%</td> </tr> <tr> <td>Other Religion</td> <td>2793</td> <td>1%</td> </tr> <tr> <td>No Religion</td> <td>160218</td> <td>37%</td> </tr> <tr> <td>Religion Not Stated</td> <td>34782</td> <td>8%</td> </tr> </table> <p>The three maps below show the distribution within Bristol of these three largest groups within the protected characteristic of 'religion and belief'.</p>	Hindu	2712	1%	Jewish	777	<1%	Muslim	22016	5%	Sikh	2133	<1%	Other Religion	2793	1%	No Religion	160218	37%	Religion Not Stated	34782	8%
Hindu	2712	1%																				
Jewish	777	<1%																				
Muslim	22016	5%																				
Sikh	2133	<1%																				
Other Religion	2793	1%																				
No Religion	160218	37%																				
Religion Not Stated	34782	8%																				



© Crown Copyright. All rights reserved. Bristol City Council 100023406, 2016

1. Christian (darker areas have a higher percentage)



© Crown Copyright. All rights reserved. Bristol City Council 100023406, 2016

2. No religion (darker areas have a higher percentage)



© Crown Copyright. All rights reserved. Bristol City Council 10002344

3. Muslim (darker areas have a higher percentage)

There is a correlation between areas with high proportion of Muslim residents and high CTR demand (central areas) but also high demand in some areas on the edge of the city where there are high proportions of Christians or those with no religion.

Ethnicity facts and figures – State support<sup>1</sup>

The family resources survey estimated that out of all families in the UK, 12% receive CTR and 10% receive HB. However, this varies according to ethnicity and within Black, Asian and minority ethnic groups. Households who are from Bangladeshi and Black backgrounds were most likely to received CTR (19% and 18%) and HB (20% and 17%), as well as income related benefits more generally (26% and 23%). Households with people from an Indian background were least likely to receive either CTR or HB (6% and 4% respectively). Although this is a

	national study, it would suggest that any changes to the scheme will have a disproportionate impact on those from Bangladeshi and Black backgrounds												
Quality of life survey 2021/22 <sup>2</sup>	<p>The percentage of those who find it difficult to manage financially differs according to various demographic groups. On average 8.7% of respondents to the quality of life survey found it difficult to manage. The following groups were more likely to be struggling:</p> <table border="1"> <thead> <tr> <th>Group</th> <th>% finding it difficult to manage</th> </tr> </thead> <tbody> <tr> <td>Black, Asian and minority ethnic</td> <td>14.9</td> </tr> <tr> <td>Other religion (not Christian or no religion)</td> <td>18.2</td> </tr> <tr> <td>Parents</td> <td>12.0</td> </tr> <tr> <td>Single parents</td> <td>28.6</td> </tr> <tr> <td>Disabled</td> <td>21.6</td> </tr> </tbody> </table> <p>Those who are struggling financially are more likely to be on a low income and be in receipt of benefits and CTR.</p>	Group	% finding it difficult to manage	Black, Asian and minority ethnic	14.9	Other religion (not Christian or no religion)	18.2	Parents	12.0	Single parents	28.6	Disabled	21.6
Group	% finding it difficult to manage												
Black, Asian and minority ethnic	14.9												
Other religion (not Christian or no religion)	18.2												
Parents	12.0												
Single parents	28.6												
Disabled	21.6												
<b>Additional comments:</b>													

<sup>2</sup> [Microsoft Power BI](#)

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

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

- Marriage and civil partnership
- Pregnancy/Maternity
- Gender reassignment
- Sexual orientation

We will attempt to address these gaps in the evidence base through consultation if any changes to the scheme are proposed.

## 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.

If a decision to consult on potential changes to the scheme is made, a full public consultation is required as per the Local Government Finance Act 1992 (as amended). This will include engaging with affected stakeholders such as CTR recipients, as well as the voluntary and community sector who provide representation, members, MPs, and internal services.

## 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.

Please see above. This will be dependent upon the decision reached by cabinet on whether to consult on any proposed changes to the CTR scheme.

## Step 3: Who might the proposal impact?

Analysis of impacts must be rigorous. Please demonstrate your analysis of any impacts of the proposal in this section, referring to evidence you have gathered above and the characteristics protected by the Equality Act 2010. Also include details of existing issues for particular groups that you are aware of and are seeking to address or



mitigate through this proposal. See detailed guidance documents for advice on identifying potential impacts etc. [Equality Impact Assessments \(EqIA\) \(sharepoint.com\)](#)

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

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

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

<b>GENERAL COMMENTS</b> (highlight any potential issues that might impact all or many groups)	
Any changes that reduce entitlement to people receiving support under the scheme will have a financial impact on those who are, by definition, already on a low income. Evidence of local economic disparity for equalities communities and overrepresentation within the current CTR caseload indicates that any scheme reductions would have a disproportionately negative impact for people on the basis of their protected and other relevant characteristics (see evidence section 2.1 and below). The likely result would be increased indebtedness with the council through non-payment of council tax or households reducing other forms of expenditure to meet this new expense or becoming indebted to other creditors (e.g. landlords, utilities).	
<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Changes to the CTR scheme will only affect working age people and will likely result in a financial impact on households who already have a low income. Almost half of the households potentially affected have at least one child or young person living with them.
Mitigations:	None at present
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Older people (over pension age) are protected from any changes to the CTR scheme by national regulations.
Mitigations:	None
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Disabled people are overrepresented within the CTR caseload and will likely result in a financial loss for those households. The quality of life survey has identified that disabled people are also represented in the group that are finding it difficult to manage financially.
Mitigations:	None at present
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Females are more likely to be affected by proposed changes because they are overrepresented within the CTR caseload. They are also more likely to be single parents than males and already likely find it difficult to manage financially.
Mitigations:	None at present
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	We do not have evidence that changes to the CTR scheme will have a disproportionate of people because of their sexual orientation.
Mitigations:	None
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	We do not have sufficient evidence at this stage, but females are disproportionality affected and are more likely to be single parents, both groups are overrepresented in the CTR caseload.
Mitigations:	None at present
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	We do not have evidence that changes to the CTR scheme will have a disproportionate impact for trans / transgender people.
Mitigations:	None
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Potential impacts:	Based on the information that we hold regarding where CTR recipients live, CTR awards are concentrated in areas with higher numbers of people from Black, Asian and minority ethnic communities. Nationally, people from Bangladeshi and Black/Black British backgrounds are overrepresented within the CTR caseload. There is no reason to suggest that this is not the case in Bristol as well. If the scheme is changed, this group is likely to experience a financial loss. Black, Asian and minority ethnic communities are also overrepresented in the group that are finding it difficult to manage financially.
Mitigations:	None at present
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	The information that we hold suggests that Muslims living within central and Eastern parts of the city are overrepresented within the CTR caseload and those declaring a Christian or no religion on the outskirts of the city
Mitigations:	None at present
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	We do not have evidence that changes to the CTR scheme will have a disproportionate of people on the basis of Marriage and Civil Partnership.
Mitigations:	None
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	The CTR scheme supports households who are on a low income and awards are most highly concentrated in those areas that are in the most deprived.
Mitigations:	None at present
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	There are 3,076 households receiving CTR where Carer's Allowance is also in payment, and it is likely that many more carers are not receiving this benefit.
Mitigations:	None at present
Care leavers	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	None because these households are exempt from paying council tax under a separate scheme.
Mitigations:	None

### 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 no identified benefits to a reduction in the scheme.



## 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:

Potential financial losses for working age households who are in receipt of CTR if the scheme is changed, which is likely to have a disproportionate impact on protected characteristic groups where there is already evidence of disproportionate hardship. There is potential to mitigate some of the impact through investigation of discretionary fund for affected households or financially protecting some 'vulnerable' groups automatically (e.g. based on receiving a disability benefit).

If any potential saving option would have been taken, it would have not needed to be taken in full, but could be reinvested to support low income vulnerable households either by; supporting some/all existing CTR recipients via transitional protection awards or ongoing ones, or a distinct discretionary fund to further reduce Council Tax for those most in need, or alternatively rediverting funds in to the council's Local Crisis and Prevention Fund (LCPF).

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

None identified.

### 4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale
Consult with equality groups where data is not hold	Matthew Kendall	If proposed options to be considered
Investigate use of discretionary fund to support households affected	Matthew Kendall	If proposed options to be considered
Investigate financially protecting some 'vulnerable' groups affected	Matthew Kendall	If proposed options to be considered

### 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.

Feedback from stakeholders and service users, monitoring of arrears for council tax.

## Step 5: Review

The Equality and Inclusion Team need at least five working days to comment and feedback on your EqIA. EqIAs should only be marked as reviewed when they provide sufficient information for decision-makers on the equalities impact of the proposal. Please seek feedback and review from the [Equality and Inclusion Team](#) before requesting sign off from your Director<sup>3</sup>.

<sup>3</sup> Review by the Equality and Inclusion Team confirms there is sufficient analysis for decision makers to consider the likely equality impacts at this stage. This is not an endorsement or approval of the proposal.

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off:</b> Denise Murray
Date: 28/4/2022	Date: 20/5/2022

## Eco Impact Checklist

<b>Title of report:</b> Council Tax Reduction 2023/24				
<b>Report author:</b> Matthew Kendall				
<b>Anticipated date of key decision:</b> 7 <sup>th</sup> June 2022				
<b>Summary of proposals:</b>				
<p>Council Tax Reduction (CTR) is a means-tested discount that provides support with council tax costs to households who have a low income across Bristol. The Local Government Finance Act 1992 requires each billing authority to make a scheme stipulating reductions in the council tax payable by those it considers are in financial need or by those within classes of people it considers are, in general, in financial need.</p> <p>For those of pension age the amount of CTR support is calculated with reference to nationally prescribed regulations.</p> <p>We are currently reviewing the scheme and require a decision from cabinet on whether to change the scheme or continue with the current one. However, it is not expected that either course of action will result in an environmental impact.</p>				
Will the proposal impact on...	Yes/No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	No			
Bristol's resilience to the effects of climate change?	No			
Consumption of non-renewable resources?	No			
Production, recycling or disposal of waste	No			
The appearance of the city?	No			
Pollution to land, water, or air?	No			
Wildlife and habitats?	No			
<b>Consulted with:</b> Nobody yet unless we plan to change the scheme where we're required to consult with the public, plan to take the report to Scrutiny.				
<b>Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u></b>				
There are no significant environmental impacts of this proposal.				
<b>Checklist completed by:</b>				
Name:		Ian McIntyre		
Dept.:		Revenues and Benefits		
Extension:		26514		
Date:		27 <sup>th</sup> April 2022		
Verified by Environmental Performance Team		Daniel Shelton 29.04.2022		

# Decision Pathway – Report

---

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 07 June 2022

<b>TITLE</b>	<b>Digital Strategy 2022-27</b>		
<b>Ward(s)</b>	All		
<b>Author:</b> Sian Houdmont / Doug Clarke	<b>Job title:</b> Change Business Partner / Project Manager		
<b>Cabinet lead:</b> Cllr Cheney	<b>Executive Director lead:</b> Mike Jackson		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member			
<b>Decision forum:</b> Cabinet			
<p><b>Timescales:</b> The strategy covers a medium-term period 2022 – 2027, with two-yearly review points and annualised action planning. A further Cabinet report related to approval of the associated Digital Transformation Programme is anticipated to be presented to Cabinet in July 2022.</p>			
<p><b>Purpose of Report:</b>                  The council’s current IT Strategy was approved in 2018. Since then, significant progress has been made to modernise the IT estate and work has been underway to refresh the strategy to better align to latest plans. This report seeks Cabinet approval of a refreshed Digital Strategy 2022 –2027. Additionally, work has been underway to scope the next phase of the council’s IT and digital change work. However, this report seeks Cabinet approval of the strategy only, defining our aims for the next five years to which digital change projects will align.</p>			
<p><b>Evidence Base:</b>                  In April 2022, Cabinet noted the emerging digital transformation narrative and the plans for further digital transformation. Since then the Digital Strategy has been refreshed, building on the previous IT Strategy and benefitting from inputs from colleagues, in parallel to progression of a programme Business Case for the next phase of the council’s Digital Transformation Programme.</p> <p>The Digital Strategy 2022-27 has been refreshed and updated to take account of the latest Corporate Strategy 2022 - 2027, the council’s current technology position, and our understanding of priorities of our services.</p> <p>The Digital Strategy and change roadmap have been updated and have four core ambitions:</p> <ol style="list-style-type: none"> <li>1. <b>Easy, engaging, and inclusive.</b> Provide easier digital access to council services and encourage people to use it. Take a user-centred approach to design and maximise accessibility. Take action to improve digital inclusion.</li> <li>2. <b>Simple, stable, and secure.</b> Work in a prioritised and systematic way to simplify and modify our digital estate to make it as secure, resilient, and reliable as practicable.</li> <li>3. <b>Well-used and used well.</b> Support colleagues to make the best, fullest use of the tools and technologies available to them, developing high levels of digitally skilled collaboration. Provide robust data and insights to ethically improve effectiveness and efficiency.</li> <li>4. <b>Ready to partner, willing to share, and able to innovate.</b> Adopt the right technologies, systems, processes, culture, and governance to provide a safe and productive environment for wider collaboration and problem-solving using technology.</li> </ol>			

There has been extensive engagement with the council's Enterprise Architecture team in rebuilding a core document with support from an external partner. The Strategy has benefitted from consultation through several workshops with Director and non-Director level representatives from all three directorates within the council. This includes adult social care, public health, citizen services, housing, property, and legal services. Chairs of the council's Staff-Led Groups (including the Disabled Colleagues' Network, embRACE, Young Professionals Network and LGBT+ Group) have also had the opportunity to discuss the strategy and will continue to be engaged throughout its life.

The Digital Strategy is attached as **Appendix A1: Digital Strategy 2022-27**.

The Digital Transformation Programme (which intends to bring about the changes arising from the strategy) will be brought to Cabinet for approval in July 2022.

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

That Cabinet:

1. **Approves** the refreshed Digital Strategy for 2022-2027
2. **Notes** that a further report will come to Cabinet to approve the Digital Transformation Programme.

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

Digital transformation work supports and enables the 22-27 Corporate Strategy ambitions, in particular:

- Development Organisation - "The council is larger than most of its counterparts and not always more efficient or effective. We need to consider what the right size, shape and scale is for the city's future needs, streamline processes and target our limited resources to those most in need given the financial pressure we face."
- ED02 One Council - "We need to work more smartly and intentionally together as 'One Council'."
- ED03 Employer of Choice - "Support them with improved digital tools and technology"
- EDO4 Data Driven - "We own a wealth of information and data, and through an ongoing programme of digital transformation we are able to do more with it"
- EDO5 Good Governance - Resilience theme – "We must keep a good financial grip and manage things effectively without making things too bureaucratic and unwieldy, because part of being resilient means being able to be fast, flexible and adaptable in what we do"
- Resilience - "Build Bristol's city resilience through early intervention, minimising our contribution to future environmental, economic or social shocks and stresses. Build our ability to cope by learning from our past, taking a preventative approach and planning for long-term outcomes that support resilience"
- "Make sure that we are financially competent and resilient, offering good value for money."

#### **City Benefits:**

- Bristol citizens and users of our services rightly expect a digital experience comparable to other areas of their lives. Excellence in digital service delivery frees up staff to be able to spend more time answering phones and conducting face to face meetings in order to support people more effectively.
- As described in our Corporate Strategy, the way in which the council will interact with its citizens will need to change, delivering quicker and better outcomes, helping the council to be more efficient whilst making things easier for citizens.
- Our digital ambitions have a critical part to play in achieving the future vision of a council that encourages inclusion, independence and enablement of all its citizens.
- Our digital implementation plans are being designed to achieve the right balance of minimising operations cost whilst maximising the quality and effectiveness of our services.

#### **Consultation Details:**

Internal officer and Cabinet Member engagement (via Digital Transformation Board), as well as support and challenge from external partner, Agilisys.

Five workshops with People; Growth and Regeneration; Resources directorate representatives; the Estate Rationalisation programme; Staff-Led Group Chairs.

Public consultation has not been undertaken but will be relevant for a future Channel Strategy which aims to provide a more detailed plan for the development and take-up of services via digital means.

- Background Documents:**
- [IT strategy 18-23](#) – this was [approved at Cabinet July 2018](#)
  - Digital Transformation Programme – 1<sup>st</sup> tranche of work [approved at Cabinet Sep 2021](#)
  - Digital Plans and Strategic Partner – [approved at April 2022 Cabinet paper](#)

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

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

**1. Finance Advice:** This report sets out the Council’s proposed updated Digital strategy for 2022-2027. Adoption of this strategy does not in itself give rise to any consequent funding commitment. Any Digital programmes of work which emerge from this strategy and require financial investment will separately follow the decision-making pathway.

**Finance Business Partner:** Jemma Prince – Finance Business Partner  
Date: 11 May 2022

**2. Legal Advice:** There are no specific legal implications arising from this report.

**Legal Team Leader:** Husinara Jones, Team Leader/Solicitor 4 May 2022

**3. Implications on IT:** This strategy sets out a direction of travel for digital transformation inside the council, and further collaboration with citizens and partners on major issues related to digital technology. Whilst the direction should be positive for the council’s resilience, security and efficiency, it will also entail a large amount of complex change which will need careful management to avoid initial disruption and/or the limited benefit realisation. The strategy seeks to mitigate this through simplification of the council’s digital estate, prioritising good governance and change management, and co-sourcing additional staff resource and expertise from the Digital Strategic Partner. Whilst adoption of the strategy itself does not give rise to specific funding commitments, the pursual of the strategy will help enable council-wide savings. However, it will also increase revenue cost within the central IT service, as the purchase of technology continues to move from traditional capital investment towards revenue-based subscription models to purchase software and ‘rent’ cloud infrastructure.

**IT Team Leader:** Tim Borrett; Director – Policy, Strategy and Digital; 15<sup>th</sup> May 2022

**4. HR Advice:** There are no direct HR implications of the recommendations. The opportunity should not be lost to consider – in light of the strategy – what functions are best discharged by the Council’s own staff, and which could be delivered by contractors and/or in partnership with others.

**HR Partner:** James Brereton; 17<sup>th</sup> May 2022

<b>EDM Sign-off</b>	Mike Jackson	11 May 2022
<b>Cabinet Member sign-off</b>	Cllr Craig Cheney	19 May 2022
<b>For Key Decisions - Mayor’s Office sign-off</b>	Mayor’s office	9 May 2022

<b>Appendix A – Further essential background / detail on the proposal</b>	<b>YES</b>
---	------------

• Appendix A1 – Digital Strategy 2022-27	
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>YES</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>YES</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – <a href="#">Eco-impact screening/ impact assessment of proposal</a></b>	<b>YES</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>



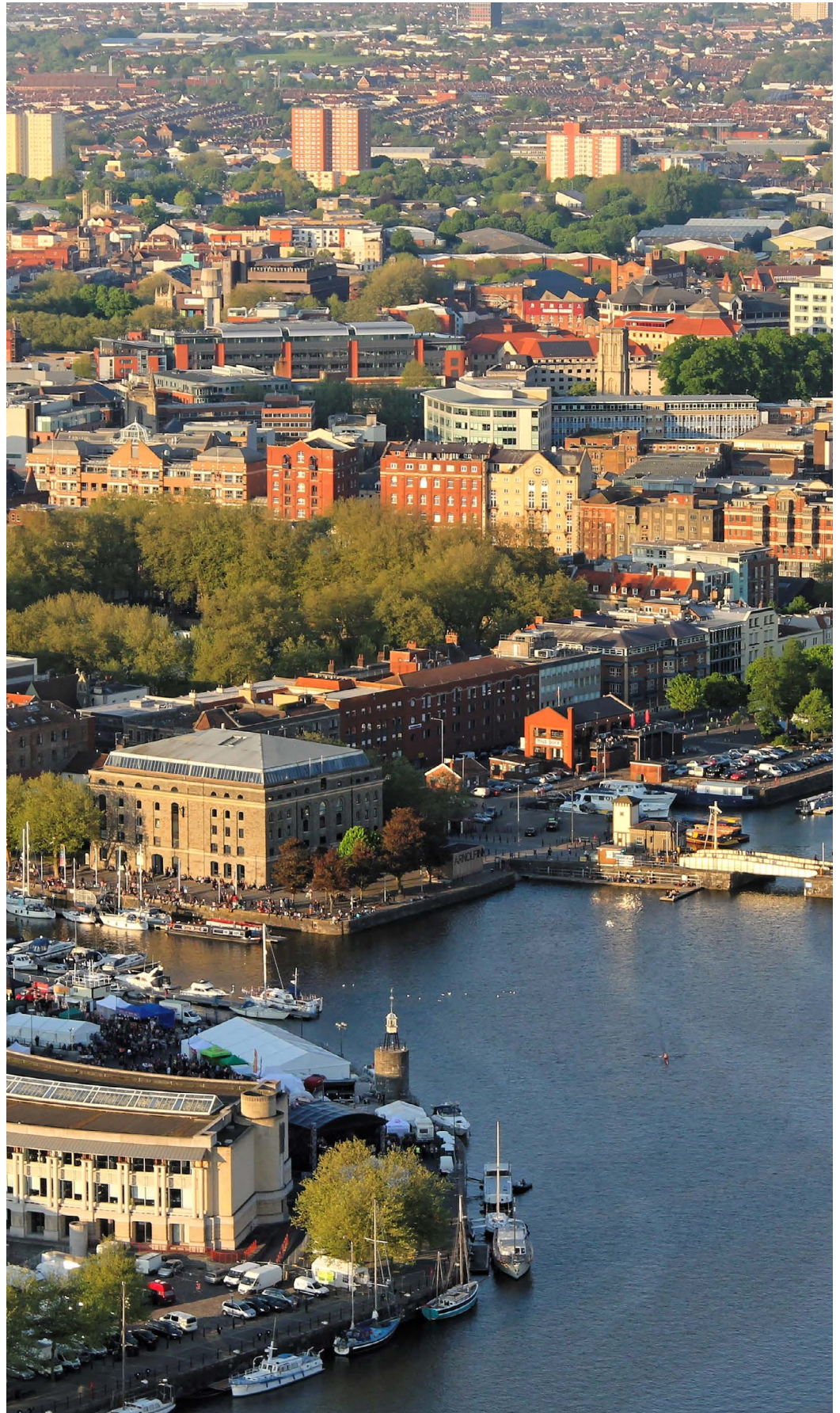
Bristol City Council



# Digital Strategy 2022 – 2027







## Foreword

**Our council vision is 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. Our digital ambitions play a critical part in delivering this. The digital agenda provides a new lens through which major city and council challenges can be addressed, and digital inclusion can support us becoming a smart, well-connected and inclusive city.**



Digital supports the efficient and effective running of our business. It can save us money without compromising outcomes. It enables us to partner well with others. It can help us to innovate and try new things. It can make our services simpler, easier to access and more straightforward to use.

Citizens and users of our services rightly expect a user experience from their council that is comparable to that which they experience in other parts of their lives. They need ways of getting things done 24/7 in ways that suit them. They need it to be as simple, intuitive, and quick as possible. We run a large, complex range of services, many of which face significant financial pressures and increasing demand. Navigating this complexity and challenge to deliver our digital ambitions in an ever-changing world is no small task, and one which this strategy helps us address.

Our digital plans over the next five years are carefully designed to achieve the right balance. We need to keep operating costs down whilst maximising the security, quality, and effectiveness of our services. These services will fundamentally change by using improved technology, supported by a culture that makes sure we adopt it and use it well.

In recent years we have invested heavily in getting much of the technical foundations right and adopting more modern tools. There is more to do to complete this work, but we are in a stronger position and are now better placed to improve in ways that will make a real difference. As we do this, it is important that we leave no-one behind. Accessing digital services of course requires people to be digitally enabled, and we will work to help tackle digital exclusion in our communities. Our improving digital capabilities will seek to support digital equity and, by providing many people with more effective digital options, free up capacity to support those who struggle to access digital services and still need to contact us in other ways.

**Councillor Craig Cheney**

Deputy Mayor – Finance, Governance and Performance



# Contents

Foreword	3
Contents	4
Introduction	6
Strategic Direction and Objectives	8
<b>Ambition 1</b> - Easy, engaging, and inclusive	11
<b>Ambition 2</b> – Simple, stable, and secure	15
<b>Ambition 3</b> – Well-used and used well	19
<b>Ambition 4</b> – Ready to partner, willing to share, and able to innovate	23
Glossary of Terms	27
Appendix A: Digital Transformation roadmap	29
Appendix B: Objectives with more detail; broken down by each high-level action into: What – Who – Why	30
Action Plan 1 - Easy, engaging, and inclusive	30
Action Plan 2 - Simple, stable, and secure	32
Action Plan 3 - Well-used and used well	35
Action Plan 4 - Ready to partner, willing to share, and able to innovate	37



# Introduction

**Times change. So will this strategy. It sets out a five-year plan to renew our digital platforms and to build and mature our capabilities, but because the world of technology and digital innovation is ever-changing, it will also evolve as we go. As we learn from feedback and evidence we will adapt, using an annual delivery plan to confirm the detail and a two-yearly review to consider broader issues. This will also enable us to adapt plans quickly to support changes or pressures in the council's budget and financial plans.**

What won't change is our drive to deliver good services supported by the digital entry points that people need and expect. Our use of digital tools and technologies will drive continuous improvement, and support the efficient, effective running of our business. We will also remain committed to having a secure, resilient, and inclusive IT environment, one which enables us to engage with citizens and join-up across the council and with partners. We will plan and implement our digital initiatives in ways that recognise the potential of digital technology to both help and hinder accessibility, working pro-actively to maximise inclusion and tackle inequality; for example, by working with partners to tackle digital exclusion, and supporting digital care services.

This Digital Strategy is part of a wider framework that supports the delivery of our overarching [Corporate Strategy 2022-27](#). It shares important links with our [Data, Insight and Information Strategy](#), [Connecting Bristol Strategy](#), our emerging Channel Shift Strategy and our approaches to citizen services and rationalising our corporate property estate. It aims to consolidate and improve our core technology platforms that provide the building blocks for running our business and digital engagement with citizens and partners.

Digital technology underpins practically all elements of council operations. It helps colleagues to work efficiently and focus their efforts on the practical things people need from us. It supports access to services and provides the systems that capture the information we need to understand how we are doing and how we can improve.

In recent years we have invested significantly in our technology, establishing strong assets including our own fibre network, and moving to more modern internal tools including an enterprise-level Microsoft 365 environment. This has already dramatically improved our technological foundations, and it is on this stronger base that our next phase will be built.

This strategy sets out a continuing journey through our next phase of improvement. It will help us increase productivity, build digital capabilities and deliver projects that move Bristol to a new level of digital maturity and practice. It will be supported by strong governance which will ensure that we manage both our business as usual and this complex programme carefully; prioritise thoughtfully; innovate safely; and never lose sight of the fact that whilst technology is an important enabler, our service delivery is about people and culture.



Photo credit: Bristol Waste

## Strategic Direction and Objectives

To us, digital transformation means securely and ethically using technology, tools, and information to deliver services better, faster, and cheaper. It also means solving traditional problems through the capabilities brought by this technology and improved access to quality information. It is a vital part of changing how the council operates and engages with citizens and partners. It goes beyond basic improvements to current systems and working practices, and should be used to tackle inequality, design, and deliver services more effectively, improve access and participation, reflect citizens' preferences, and maximise opportunities to partner with other organisations.

This is a major task, and it is made more challenging in several ways which are important to recognise and address:

- There is continued pressure on services and less financial and staff resource available to meet demand. This puts a financial imperative on increasing people's access to (and use of) digital services, which can benefit them whilst costing us less. This will help us make sure our offline options more available to those who need them
- We have a very large IT estate, some of which has suffered from historic lack of investment and poor housekeeping. There is a continued need to simplify and modernise in many areas, to make sure things keep working and are secure
- There is a high and increasing threat to cyber-security, requiring investment in security and privacy measures to protect people's data and our services
- Technology used to focus more on occasional capital investment to buy physical kit. Now it is more focused on consumption-based subscriptions, changing the way we pay for it. This makes it even more vital to carefully manage our consumption, supplier contracts and third-party spending.
- Global issues including multiple supply chain crises, post-pandemic changes to ways of working and an ever-increasing pace of technological change make for an unpredictable environment
- There are greater opportunities for different organisations and agencies to work together and work anywhere, meaning we need more flexible technology provision. The same is true of hybrid and flexible working options which are now more widely available to many of our staff.



Ultimately our investment in technology and capabilities must allow us to focus our limited time, people, and money on delivery of our corporate priorities and doing the work that only people can do. In line with our Corporate Strategy commitments, it must also have practical outcomes that encourage the inclusion, independence, and enablement of all citizens.

Given the scale of challenge, the pace of change and the regular need for highly specialised digital skills that are hard to recruit and may not be needed permanently, we intend to seek support with our journey from a single Digital Strategic Partner. This single-partner arrangement will help ensure we have a coherent, consistent approach and solutions. It will be on a no-commitment basis, meaning we only spend money with them when we need to, rather than being obliged to. By doing this we aim to gain maximum flexibility and be well-supported to deliver our digital projects and services quickly and to a high quality.

To achieve our aims and address our challenges, we have identified four strategic ambitions for our digital transformation work:

- 1. Easy, engaging, and inclusive.** Provide easier digital access to council services and encourage people to use it. Take a user-centred approach to design and maximise accessibility. Take action to improve digital inclusion.
- 2. Simple, stable, and secure.** Work in a prioritised and systematic way to simplify and modify our digital estate to make it as secure, resilient, and reliable as practical.
- 3. Well-used and used well.** Support colleagues to make the best, fullest use of the tools and technologies available to them, developing high levels of digitally skilled collaboration. Provide robust data and insights to ethically improve effectiveness and efficiency.
- 4. Ready to partner, willing to share, and able to innovate.** Adopt the right technologies, systems, processes, culture, and governance to provide a safe and productive environment for wider collaboration and problem-solving using technology.





## Ambition 1 - Easy, engaging, and inclusive

**Provide easier digital access to council services and encourage people to use it. Take a user-centred approach to design and maximise accessibility. Take action to improve digital inclusion.**

### Why this ambition?

Whether we're doing our shopping, ordering a take-away, booking a holiday, arranging healthcare, or any number of other daily tasks, it's now widely expected that we can do this easily and intuitively online. Whatever device is being used, wherever we are and whatever the date or time, an always-on approach to goods and services is the norm.

We need our services to meet these expectations. Whilst many council services are already accessible digitally, there is a wide scope for improving this further.

It isn't only about providing digitised services. People expect a range of contact options and ways in, with online services easy enough to use that most people prefer them to calling, writing, or visiting. With limited resources available to us, we need this to allow us to focus our face-to-face and phone-handling efforts on the people who need them most.

As noted in our Corporate Strategy, digital inclusion is also a key priority. Tackling this can help address inequalities in health, wealth, and life chances, so it's vital that our digital transformation journey supports meaningful digital inclusion. There are many reasons for digital exclusion. Not everyone can afford a device, or if they can, maybe they can't afford the data or internet subscription. In Bristol, around 5% of people from deprived areas report not being able to afford a connection, whilst over 20% report feeling restricted by their broadband speed or reliability. Other people might have the financial means but lack confidence or the right skills. For example, people in economically deprived areas are less likely to feel comfortable using digital services, with 28% reporting a level of discomfort doing so compared to 18% in less deprived parts of the city. Meanwhile some people will have impairments that needn't be a barrier if we offer the right options and adjustments.

## We aim to:

- Improve our digital services so that people choose to use them, learning from the best government and private sector organisations and tailoring our solutions to the needs of our citizens and involving them in co-design. Services should be as simple and intuitive as possible, available 24/7 and meet the government Service Standard and Design Principles. They should be more preferable to use than any other available option, and broadly comparable to digital services enjoyed in other areas of people's lives.
- Provide a wider range of ways to access services digitally. These should meet different citizen needs and preferences, including options with maximum accessibility for disabled citizens.
- Design and configure our services for digital consumption, affecting our choices about which systems to buy and processes to follow. This must reduce and automate the steps needed in customer transactions to make things quicker and more reliable, seeking full automation of processes.
- Support corporate and partnership planning and action in tackling digital exclusion in its various forms.
- Work closely with our partners in delivering digitally enabled services.
- Provide engaging and accessible online content across our web and social media platforms.

## High level actions

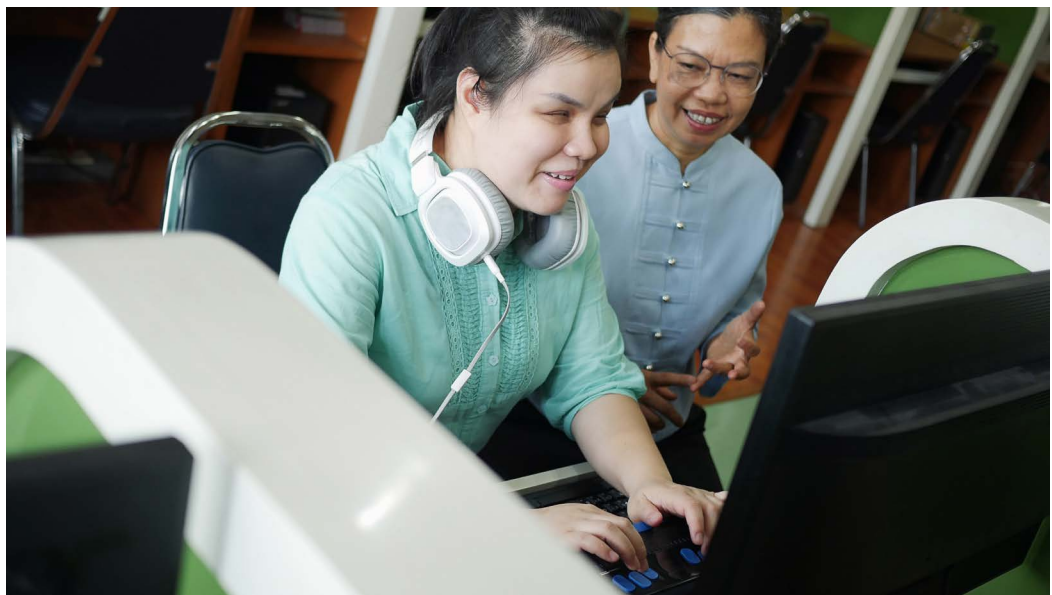
There are high-level strategic actions, with more detailed action-planning available in Appendix B. The high-level actions will be reviewed every two years, and delivery plans reviewed annually.

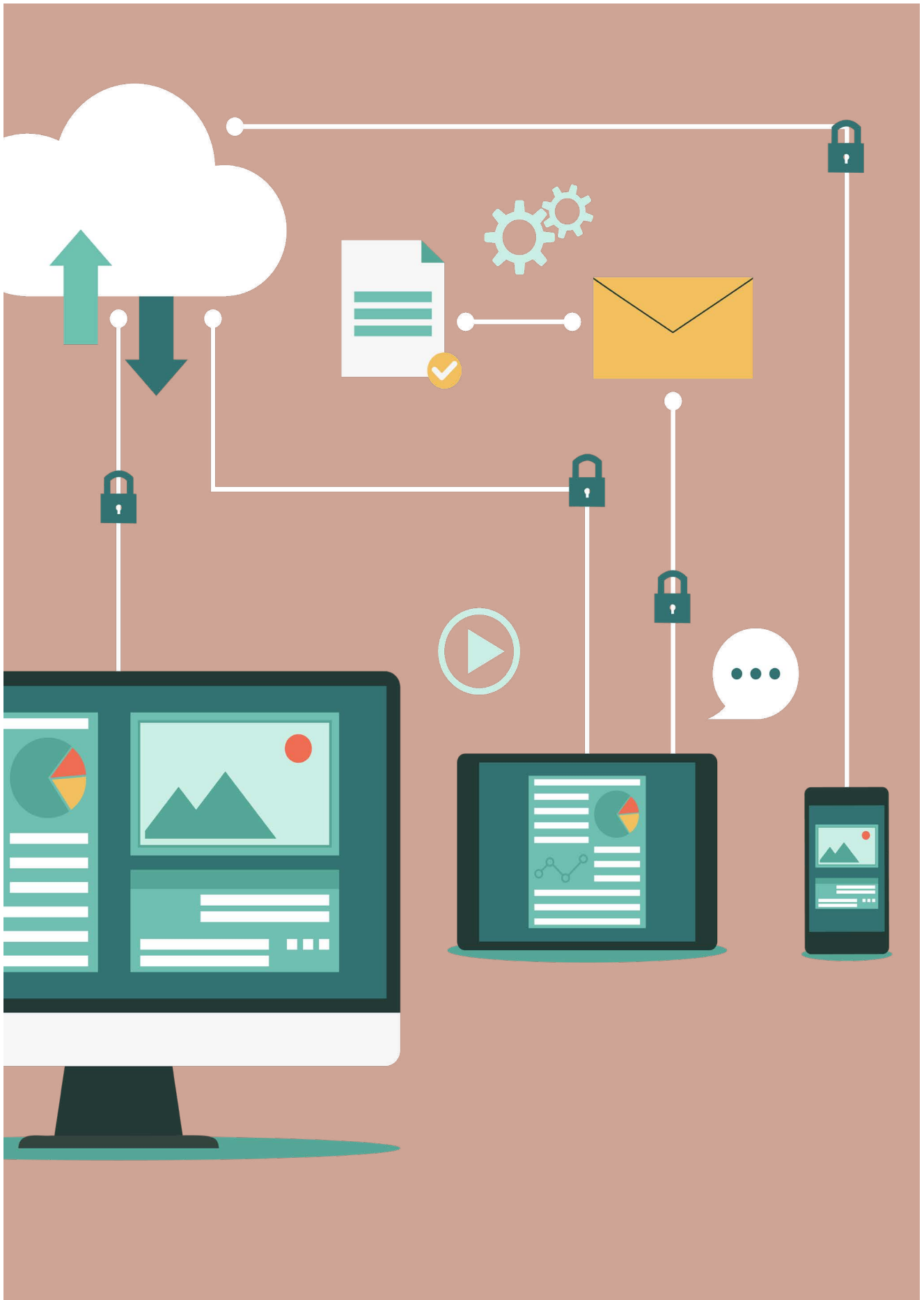
- 1.** Create a strategy and business plan to introduce new contact channels such as apps, chat and more. Ensure choices are informed by user feedback, and leverage technical and data services so that new channels can be trialled and iterated quickly. Work to promote digital channels and maximise take-up.
- 2.** Review and enhance existing online services, with a preference for full process automation and ensuring they can be fully accessed by citizens using any device.
- 3.** We will work to migrate more online services to a single citizen account where this is proportionate and cost-effective, providing unified access to as many online council services as practicable.

4. Modernise and enhance both our website and telephony platforms, providing more reliable, feature-rich entry points for information, advice, and guidance, and to other citizen-facing services.
5. We will work to meet or exceed legal accessibility standards on our own platforms and press external suppliers to improve where necessary. Seek active feedback from users and ensure we have mechanisms in place to respond.
6. Partner across the council and beyond to help plan for and deliver improved digital equity in the city, in line with our Corporate Strategy priority of Digital Inclusion.

### Measures of success

- Increase the percentage of channel shift achieved for Citizens Services overall; including reduction in telephone and face-to-face transactions
- Increase in speed of resolution times for service requests
- Online content meets or exceeds Web Content Accessibility Guidelines (WCAG) 2.1 AA
- User sentiment and feedback on the ease of accessing online services
- Increase in services using Single Citizen Account
- Increase in enrolment for Single Citizen Account
- Completion of Channel Shift Strategy (milestone measure; year one)





## Ambition 2 – Simple, stable, and secure

**Work in a prioritised and systematic way to simplify and modify our digital estate to make it as secure, resilient, and reliable as practical.**

### Why this ambition?

We are all increasingly reliant on technology, and the impacts of it going wrong are no longer just an inconvenience. For the council, large-scale disruption could become a major crisis which impacts our ability to deliver critical services that keep people safe.

Institutions are increasingly targeted by cyber-criminals, and in the UK and abroad whole municipalities have been the victim of ransomware attacks that bring public services to near-standstill and take months or years to recover from. Increasingly it is a case of when an attack is successful, not if one will be.

There are many other things that can cause problems aside from malicious attack. We have hundreds of systems and some of these are nearing the end of their useful life and don't work well on newer platforms. Physical kit can become outdated quite quickly or fail with age, creating further risks to our digital operations.

Recognising these drivers, we have been transforming the way the technology is delivered and operated. The long-established need for IT to be available, secure, and adaptable has changed with the increasing use of 'cloud' computing. This is where the delivery of technology services no longer requires physical in-house data centres and council-owned infrastructure. Instead, it is based on configuration rather than hardware, and is typically paid for by subscription rather than capital expenditure on physical kit followed by maintenance and support. Work to move to this modernised cloud-based platform is well developed, with roll-out of Windows 10 and new products like Microsoft 365 around three-quarters complete as of May 2022.

### We aim to:

- Downscale our IT estate and redesign our infrastructure alongside our planned reduction in office floorspace.
- Rationalise to have fewer applications, technologies, and tools. Make sure those we do have are modern, secure and have robust measures in place to recover from any disasters. Keep any business disruption from unexpected events, including cyber-attack, to a minimum.



- Complete roll-out of new platforms and products to remove the costs of operating a hybrid IT estate and exploit our new digital architecture. This will make it quicker for the IT team to respond to service needs.
- Strengthen and support compliance with Information Security policies
- Align costs with demand and consumption volumes.
- Buy physical kit less often and at a smaller scale. This creates more flexibility to spend more time supporting services and colleagues rather than maintaining or configuring hardware. This shifts our digital teams towards leveraging services and away from managing infrastructure.

## High level actions

There are high-level strategic actions, with more detailed action-planning available in Appendix B. The high-level actions will be reviewed every two years, and delivery plans reviewed annually.

1. Continue to consolidate, simplify, and standardise our existing content, technology, tools, and applications estate, including:
  - Further optimisation and rationalisation of office productivity applications. Maximise the use of features that are now available to all staff, such as enhanced collaboration using Microsoft 365.
  - Standardise, upgrade, and renew council-wide Line of Business applications used for service-specific functions. Prioritise this carefully according to risk and reward, whilst continuing the standardisation of core business systems and our enterprise approach to data. This includes specific work on our Customer Relationship Management system, Document Management systems, housing, and social care systems.
  - Continue to decommission legacy technology and systems - safely migrating or archiving data to our new integrated data and insights platform as required. This will reduce operating costs, remove vulnerabilities, and enable past data to enrich our insights.
  - Reduce use of online sub-sites with duplicated or out-dated content and use our core platforms for new content wherever possible.
2. Complete outstanding planned migrations of users, applications, and data to cloud based services. Embed the updates and maintenance processes and cycles to keep the platforms up to date.

- 3.** Develop, procure, and install a modernised network which is secure and meets our needs for strong performance, high levels of flexibility and improved ability to collaborate remotely. Make use of appropriately layered and zoned network architecture to ensure we can collaborate effectively whilst maximising the security and privacy of sensitive data. Explore options within this to expand our public Wi-Fi offer.
- 4.** Continue horizon-scan and develop an iterative applications roadmap which meets emerging service needs and provides appropriate digital capabilities for the 2020s and beyond.
- 5.** Evolve our IT function(s), resourcing, financing, and services meet the needs of our new strategy and estate, and to maximise the benefits from our investment in becoming a digitally enabled council. Within this, ensure that there is clear career path for a diverse and inclusive IT workforce, and a mix of in-house and co-sourced skills aligned to the national Digital, Data and Technology Capability framework.

### **Measures of success**

- Achieve ISO27000 accreditation for the council, with milestones linked to better utilisation of the security features in our Microsoft E5 license.
- Overall reduction in the number of unsupported or unsuitable IT applications and systems retained by the council
- Overall reduction in Line of Business systems used in the council, with commensurate reduction in IT application support
- Reduced calls to the IT Service Desk
- Proportion of IT Service Desk contacts which are ‘incidents’





## Ambition 3 – Well-used and used well

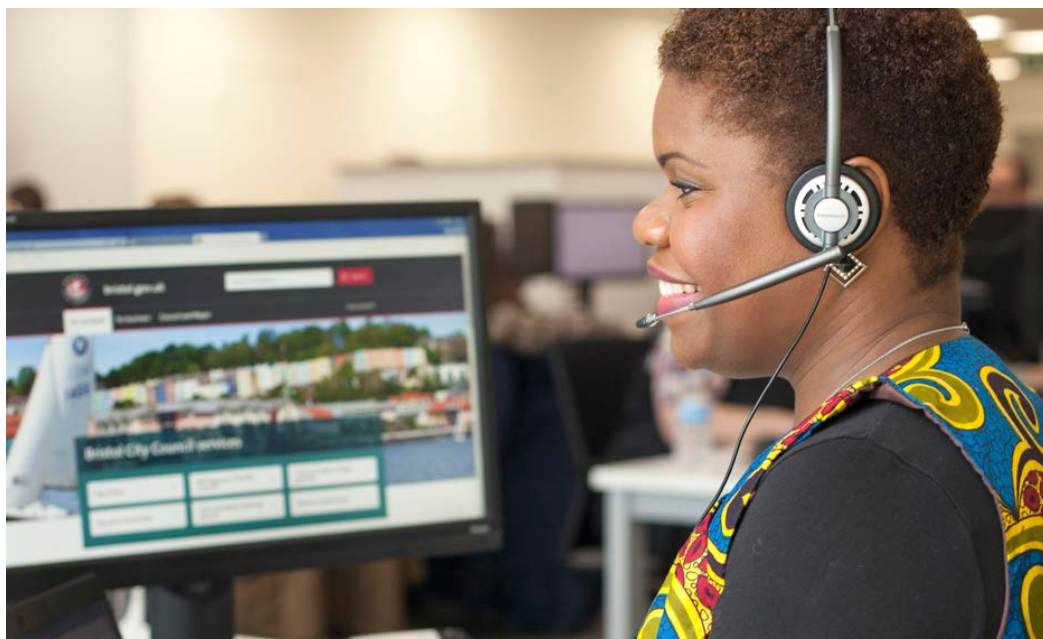
**Support colleagues to make the best, fullest use of the tools and technologies available to them, developing high levels of digitally skilled collaboration. Provide robust data and insights to ethically improve effectiveness and efficiency.**

### Why this ambition?

Our strategy will only be achieved if our culture supports it. This means that in order to make the most of our investment in new tools, technologies, and applications, colleagues must be supported to use them to their full potential. Developing a data-driven, technologically savvy culture takes real time and effort, and means asking already busy colleagues to make space for learning and change.

The recent pandemic accelerated the shift to more flexible and smarter working, but new tools were launched at pace, and we didn't always have the luxury of time and resources to launch and embed them in the ways we'd have ideally wanted to. We need to improve and enrich the support for Council teams to collaborate, making services more responsive and efficient as people benefit from new ways of working together anywhere.

Our Corporate Strategy calls for world class employment and prioritises working as 'One Council' to get things done efficiently, safely, and in line with our priorities. Our Workforce Strategy stresses supporting colleagues to adapt to new ways of flexible working as a result of new technology.



Both strategies call for us to make sure we have the right skills in the right places when we need them.

This strategy seeks to support new ways of working and aims to develop our workforce with highly transferable and sought-after professional skills and experience.

### **We aim to:**

- Provide training and increase the sharing of knowledge and skills to allow staff and councillors to have confidence to make best use of our organisational digital capabilities. This requires support to help them make the most of the platforms, and to become advocates and champions for these tools.
- Enable and support collaboration in line with our council values, through providing digital tools, monitoring usage and both seeking and responding to feedback. Contribute to a positive organisational culture and behaviours.
- Streamline processes, providing tools and easier access to information and insights that can reduce process costs if they're used well.
- Enable anywhere, anytime access to an integrated ecosystem of flexible, individual, cloud-based solutions and applications. These solutions will be increasingly integrated, highly available and remain protected by layered security.
- Support the council in becoming more data driven, with higher levels of data literacy. Support and enable delivery of the Data, Insight and Information Strategy.

### **High level actions**

There are high-level strategic actions, with more detailed action-planning available in Appendix B. The high-level actions will be reviewed every two years, and delivery plans reviewed annually.

- 1.** Invest in the digital skills, awareness, experience and capabilities of our colleagues and councillors through a continuing programme of adoption and change activities. This includes encouraging behaviour change, delivering training and supporting a high-performing champions' network. These help people gain confidence and get the most from the platforms we have invested in.
- 2.** Accelerate the use of self-service internally and the availability of self-help services as part of new digital service design.



3. Adapt business processes to exploit digital capabilities and boost innovation, whilst avoiding complex solutions that are hard to maintain.
4. Continue work to fully centralise data and insights capacity and deliver the council's agreed programme of data and insight improvement work, evolving it over time. Ensure that robust, accurate data and that its correct and ethical use is embedded across the council.
5. Pro-actively evaluate our usage and performance, allowing planned space in our programme for reflection and to adjust our course as required.

### Measures of success

- Take-up and completion of self-service training
- Levels of use of Microsoft tool functions
- Number of business processes reviewed and remediated annually
- Milestone completion and usage of insights generated within Data and Insight programme
- Reduction in user support requests
- Reduction in IT cost per user supported
- Staff satisfaction with tools available to them (annual staff survey)
- Self-reported staff confidence in using digital tools available to them (annual staff survey)
- Delivery of defined annual savings targets linked to digital enablers





## Ambition 4 – Ready to partner, willing to share, and able to innovate

**Adopt the right technologies, systems, processes, culture, and governance to provide a safe and productive environment for wider collaboration and problem-solving using technology.**

### Why this ambition?

As our Corporate Strategy sets out, we recognise that we are one organisation in a hugely complicated system, where everyone has a role to play. Because of this we are a partner in the long-term One City Plan for Bristol. This plan for 2050 envisages Bristol as fair, healthy and sustainable – a city of hope and aspiration where everyone can share in its success. It recognises Digital as a key enabler across all its six themes, contributing to goals for Bristol such as:

- everyone will be well-connected with digital services
- everyone will contribute to a sustainable, inclusive, and growing economy from which all will benefit
- everyone will have the opportunity to live a life in which they are mentally and physically healthy
- everyone will live in a home that meets their needs within a thriving and safe community
- everyone will have the best start in life, gaining the support and skills they need to thrive and prosper in adulthood

Delivering on this, alongside our commitments to local delivery of the United Nations’ Sustainable Development Goals, requires collaboration with partners from all sectors of the city and beyond. The challenges and opportunities for modern cities and citizens require can also call for true innovation, so over the course of this strategy we need to build up to a safer platform for both.

We recognise that whilst the council has pockets of digital and innovation excellence, our overall level of digital maturity is relatively low and, in many cases, it will be wiser to adopt existing, tested and proven solutions. In these cases, it will be important that we and our partners consider how to maximise interoperability and the potential for responsible innovation, consciously working to remove technological and cultural barriers to joint working. Where we do need to genuinely innovate and break new ground

to get the best outcomes for our citizens, it must be carefully planned, highly intentional in nature and able to fail safely.

If we do this well, real benefits for local people could be realised. For example, using technologies to enhance independent living can support more people could living in their own homes for longer as they get older. Establishing new ways to provide social or public broadband can provide access to services that would otherwise not be available. Providing open data to citizens and organisations can ensure people are informed and empowered to engage with the council and organisations. Innovative monitoring technologies could ensure better asset management of infrastructure like solar panels and heat pumps, ensuring our housing stock is energy efficient and allowing remote access to troubleshoot issues quickly and save citizens money.

With these kinds of potential benefits and a city which has much supporting infrastructure to support collaboration and innovation – including its One City Approach, world class universities, strong tech sector, incubator spaces and assets such as council-owned ducting and fibre network and multi-agency Operations Centre – we need to keep developing our ability to deliver.

### **We aim to:**

- Co-ordinate effectively internally and partner across sectors to ensure we have a joined-up, prioritised and planned approach to technology and innovation that puts people first.
- Support this with the right levels of technical compatibility, ethical data sharing, and governance to ensure delivery.
- Draw from our past experiences of innovation – both success and failure – to learn and create safe spaces to tackle city problems.
- Provide compelling, comprehensive, and highly usable open data.
- Make great use of our existing estate and assets to develop a more connected city, including consideration of harnessing external investment and/or partnering.



## High level actions

There are high-level strategic actions, with more detailed action-planning available in Appendix B. The high-level actions will be reviewed every two years, and delivery plans reviewed annually.

- 1.** Work with a single Digital Strategic Partner to provide expert skills, technical advice, strategic support and practical capacity to support our digital transformation journey. This will enable us to more quickly progress to a secure foundation from which to co-source, partner and innovate more widely. It will also support us in future-proofing our organisation and we will retain full decision ownership and cost control through a no-commitment, non-exclusive contract.
- 2.** Configure the council to support appropriate opportunities for innovation and improvement in our digital capabilities. Ensure our core IT teams work in partnership with services and outside organisations to develop new digital services that incorporate customer feedback.
- 3.** Through our enterprise approach to data and insights, continue to make core system data available and easy to technically access: with ethics, informed consent, open standards, and strong governance at the heart of appropriate data-sharing. Develop open data and city-wide intelligence products in line with the Data, Insight, and Information Strategy.
- 4.** Support and/or lead digital innovation that changes the lives of citizens and the most vulnerable, such as Technology Enabled Care.
- 5.** Work closely with city partner institutions on digital transformation, including the design and delivery of digitally enabled services. Ensure that we maximise our collective ability to collaborate effectively, including within the emerging Integrated Care System.
- 6.** Closely align our in-house innovation expertise with our policy expertise to ensure that we work together on prioritising and addressing key city challenges that are recognised corporate priorities.
- 7.** Continue to run and evolve the Bristol Operations Centre, which has provided a ground-breaking technology collaboration with partners.
- 8.** Consider the role of our council owned duct and fibre network, BNET, and how it can best help meet the connectivity needs of the city, its infrastructure, and its public services; either publicly, commercially or in partnership.



## Measures of success

- Increased levels of interoperability between partner systems
- Successful procurement of a Digital Strategic Partner during 2022/23
- Levels of compliance with Information Security policy requirements in establishing collaborations
- Achieve measures set out in the Data, Insight and Information Strategy
- City Partner satisfaction in opportunities to collaborate on digital initiatives
- Increase number of people able to access care & support using Technology Enabled Care



## Glossary of Terms

Throughout this strategy there are that are used regularly and may have specific meaning, for the purposes of this strategy, this is how we define them:

**Artificial Intelligence (AI):** refers to systems or machines that mimic human intelligence to perform tasks and can iteratively improve themselves based on the information they collect.

**Digital Engagement:** Digital engagement is how users interact with a software application or platform that is a route into accessing council services

**Digital Exclusion:** is the inability to access online products or services or to use digital technology

**Digital Inclusion:** It is the ability to access and use information and communications technologies, regardless of any factor including protected characteristic (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation), income or current ability. In encouraging digital inclusion, we can help create digital equity.

**Digital equity** means information technology needed for participation in day to day life covering all aspects for example, employment, education, business and economic development, lifelong learning and access to essential services that are generally available to citizens regardless of their racial grouping, socioeconomic status or cultural identity.

**Digitised services:** a service provided to citizens that has been enabled and assisted by technology either through online information support to people delivering the service or through information automation or semi automation.

**Digital Strategic Partner:** An arrangement where Bristol competitively procures a partner organisation that has proven expertise and experience in adoption and delivery of digital services in organisations like Bristol City Council that can be used on a demand basis to help BCC deliver on its digital ambitions.

**Evolution:** improvement in systems and services achieved through incremental changes.

**Inclusion:** per our Equality and Inclusion Policy and Strategy 2018 – 2023, inclusion means taking active steps to create equality, ensuring equal access and opportunity for all and tackling discrimination and injustice. It is also about ensuring that people feel they belong, and are encouraged and equipped to connect with others and to contribute to the life of the city. Inclusive design creates environments that everyone can use to access and benefit from the full range of opportunities available in society. It enables people to participate, confidently, independently and with choice and dignity. Inclusive design avoids separation or segregation and is made up of places and spaces meet the needs of everyone in society.

**Information technology (IT):** refers to the equipment, software and organisation that manages it on behalf of an enterprise.

**ISO27000** – a family of international standards for implementing information security management systems recognised to provide a framework for best-practice information security management.

**IT estate:** The specific collection of IT equipment, software and operating processes that provide information technology enablement of an enterprise.

**Microsoft 365 or M365:** Suite of software that provides software capabilities aimed at individual and groups of end users. It consists of an entire ecosystem of security, management, monitoring and user features such as email, office software, information storage and office tools. Sometimes specific reference to a license type e.g. E5 that relates to the particular set of features the license subscription allows the end user to use.

**Licensing:** most software is licensed to be used on either an enterprise, application or user basis. The licences may be perpetual which means they can be used for an up front fee sometimes with support costs on top or increasingly as subscription that entitles usage for a period of time.

**Platforms:** are a group of technologies that are used as a base upon which other applications, processes or technologies are developed or provide a set of integrated features that can be used by a business user.

**Telephony Platform:** The hardware, software and communications links that provide support for telephone services to end users and integration with other communication systems.

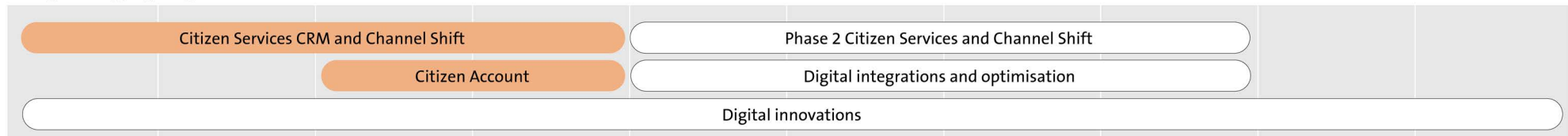
**Transformation:** delivering the current service or products, better, faster, and or cheaper.

# Appendix A: Digital Transformation roadmap

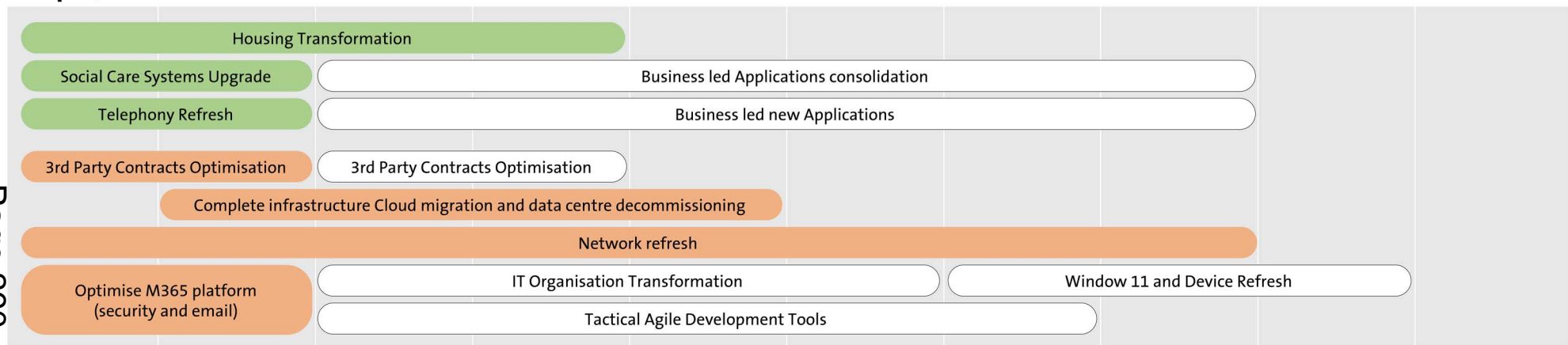
**Key**

- Funded Projects
- Projects seeking funding and approval
- Future Projects

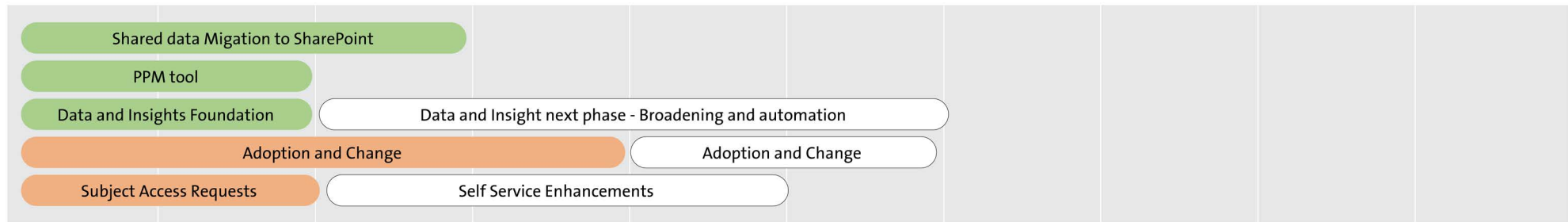
## Easy, engaging and inclusive



## Simple, stable and secure



## Well-used and used well



## Ready to partner, willing to share and able to innovate



## Appendix B: Objectives with more detail; broken down by each high-level action into: What – Who – Why

This action plan will be updated annually (starting from April 2023) to reflect our learning, any changes in needs or priorities, the realities of delivery, and – crucially – the finance and other resources available to us. Items marked with an asterisk (\*) are intentions only at this stage, which are subject to further engagement, business cases and/or formal decision making and/or confirmation of available finance and enabling resources.

### Action Plan 1 - Easy, engaging, and inclusive

**High Objectives:** Provide easier digital access to council services and encourage people to use it. Take a user-centred approach to design and maximise accessibility. Take action to improve digital inclusion.

ID	High Level Action	Objectives	Timing
EEI1	Create a strategy and business plan to introduce new contact channels such as apps, chat and more. Ensure choices are informed by user feedback, and leverage technical and data services so that new channels can be trialled and iterated quickly. Work to promote digital channels and maximise take-up.	1. Plan for, co-develop and launch (subject to approval) a channel shift strategy.	FY 2022/23
		2. Measure customer satisfaction and feedback for digitally enabled channels.	FY 2022/23
EEI2	Review and enhance existing online services, with a preference for full process automation and ensuring they can be fully accessed by citizens using any device.	1. Prioritise candidates for digital service provision based on levels of contact and demand from citizens.	FY 2022/23 to 2024/25
		2. Continue to enhance and expand our citizen facing technology platform that underpins the council's city-wide digital agenda.*	FY 2023/24 to 2026/27
		3. We will build on the council-wide customer relationship management system which will increasingly provide our citizens with a cohesive engagement experience.	FY 2022/23 to 2026/27
		4. Leverage technical and data services so new channels can be trialled and iterated quickly.*	FY 2023/24 to 2026/27
		5. Continue to work closely with our strategic partners in delivering digitally enabled services, learning from the best government and private sector organisations and tailoring to the needs of our citizens.	FY 2022/23 to 2026/27



ID	High Level Action	Objectives	Timing
EEI3	We will work to migrate more online services to a single citizen account where this is proportionate and cost-effective, providing unified access to as many online council services as practicable.	<ol style="list-style-type: none"> <li>Where beneficial, migrate online services to a single citizen account providing citizen centric unification of access to online council services.</li> </ol>	FY 2023/24 to 2026/27
EEI4	Modernise and enhance both our website and telephony platforms, providing more reliable, feature-rich entry points for information, advice, and guidance, and to other citizen-facing services.	<ol style="list-style-type: none"> <li>Deliver platforms and technology to enable the digital channels and experience                             <ul style="list-style-type: none"> <li>Telephony platform that provides the necessary integration and management features to enable efficient contact centre operations*</li> <li>Webchat capabilities to support online dialogue*</li> <li>Website platform that is more resilient, secure, accessible and user-friendly</li> </ul> </li> </ol>	FY 2022/23 to 2023/24
EEI5	We will work to meet or exceed legal accessibility standards on our own platforms and press external suppliers to improve where necessary. Seek active feedback from users and ensure we have mechanisms in place to respond.	<ol style="list-style-type: none"> <li>Engage with suppliers whose products are not suitably accessible, seeking remedy including potential contractual review.</li> <li>For internal and external systems provide ability to capture user feedback, monitor and analyse the trends and feedback.</li> <li>Define and implement a dedicated specialist service to support the timely provision of assistive technology for colleagues.*</li> <li>Complete existing and any future actions that identified by internal and external auditors throughout the duration of digital transformation programmes.</li> <li>Ensure any new systems procured meet accessibility standards. Ensure that the 'Functional Requirements' section of any procurement specification include meeting the latest WCAG standards as a mandatory requirement.</li> </ol>	FY 2022/23 to 2024/25 FY 2022/23 to 2024/25 FY 2022/23 FY 2022/23 to 2026/27 FY 2022/23 to 2026/27
EEI6	Partner across the council and beyond to help plan for and deliver improved digital equity in the city, in line with our Corporate Strategy priority of Digital Inclusion.	<ol style="list-style-type: none"> <li>Seek to align various council, city-wide and region-wide Digital Inclusion initiatives to enable access to vulnerable and digitally excluded citizens.</li> <li>Monitor digital infrastructure improvements such as full fibre roll out and 5G availability through OFCOM data, and the use of council's Quality Of Life survey to help track progress around digital inclusion.</li> </ol>	FY 2023/24 to 2026/27 FY 2022/23 to 2026/27

## Action Plan 2 - Simple, stable, and secure

**High Level Objectives:** Work in a prioritised and systematic way to simplify and modify our digital estate to make it as secure, resilient, and reliable as practical.

ID	High Level Action	Objectives	Timing
SSS1	<p>Continue to consolidate, simplify, and standardise our existing content, technology, tools, and applications estate, including:</p> <ul style="list-style-type: none"> <li>Further optimisation and rationalisation of office productivity applications. Maximise the use of features that are now available to all staff, such as enhanced collaboration using Microsoft 365.</li> <li>Standardise, upgrade, and renew council-wide Line of Business applications used for service-specific functions. Prioritise this carefully according to risk and reward, whilst continuing the standardisation of core business systems and our enterprise approach to data.</li> <li>Continue to decommission legacy technology and systems – safely migrating or archiving data to our new integrated data and insights platform as required. This will reduce operating costs, remove vulnerabilities, and enable past data to enrich our insights.</li> <li>Reduce use of online sub-sites with duplicated or out-dated content and use our core platforms for new content wherever possible.</li> </ul>	<ol style="list-style-type: none"> <li>Build on the implementation of the Microsoft 365 office platform. <ul style="list-style-type: none"> <li>Continue to enhance security configuration to maintain cyber security levels.*</li> <li>Simplify and enhance the system management capabilities within the IT platform to make it easier to maintain and more responsive to council staff needs.</li> </ul> </li> <li>Replace and consolidate older applications and systems used throughout the business, including: <ul style="list-style-type: none"> <li>Specify and procure new housing system for managing housing stock and resident services.*</li> <li>Consolidate where possible and build on the corporate CRM system (Dynamics 365).*</li> <li>Review and upgrade as necessary the revenues and benefits system, especially with regard to digital channel support.*</li> <li>Upgrade key social care system.*</li> <li>Review and consolidate document management systems and upgrade or replace where necessary.*</li> </ul> </li> <li>Continue the migration and clean-up of citizen facing websites and applications and instigate regular review to ensure all content remains relevant and accurate.</li> <li>Ensure all projects to replace or remove IT systems include activity to decommission legacy product(s) and delete or archive any legitimately required data. This will avoid incurring unnecessary costs such as for duplicated licensing, storage, or backups.*</li> <li>Data that needs to be retained will be stored in a secure place in either the replacement system or the Integrated Data Analytics Platform. Once the retention period (according to the retention policies of the council) has expired, data will can be securely disposed of.</li> </ol>	<p>FY 2022/23 to 2023/24</p> <p>FY 2022/23 to 2025/26</p> <p>FY 2022/23 to 2023/24</p> <p>Y 2022/23 to 2024/25</p> <p>FY 2022/23 to 2026/27</p>

ID	High Level Action	Objectives	Timing
SSS2	Complete outstanding planned migrations of users, applications, and data to cloud based services. Embed the updates and maintenance processes and cycles to keep the platforms up to date.	<ol style="list-style-type: none"> <li>1. Migrate our shared drive content to SharePoint Online to improve resilience and retention management, reducing storage requirements.*</li> <li>2. We will fully embrace a cloud-first approach to our IT. Newly procured digital systems will be required to be cloud-based with internet browser user access wherever possible.</li> <li>3. A significant portion of the technology estate has already been migrated to the cloud. The remaining estate will be re-architected to integrate with a cloud-based security model. By 2025 the goal is to remove the need for on premise infrastructure in total or as much as it is possible, in order to reduce the support needed and make savings in running costs.*</li> </ol>	<p>FY 2022/23 to 2023/24</p> <p>FY 2022/23 to 2026/27</p> <p>FY 2022/23 to 2024/25</p>
SSS3	Develop, procure, and install a modernised network which is secure and meets our needs for strong performance, high levels of flexibility and improved ability to collaborate remotely. Make use of appropriately layered and zoned network architecture to ensure we can collaborate effectively whilst maximising the security and privacy of sensitive data. Explore options within this to expand our public Wi-Fi offer.	<ol style="list-style-type: none"> <li>1. Continue work to specify and plan for a new network and the core communications technologies and services; to be procured and implemented by mid-2024.*</li> <li>2. Procure and install this modernised network which is secure and meets our needs for strong performance, high levels of flexibility and improved ability to collaborate remotely.*</li> <li>3. Consider how this project can help provide a secure, performant and flexible networking capability across the wider city; including its relationship with existing ducting and council-owned dark-fibre.</li> </ol>	<p>FY 2022/23 to 2024/25</p> <p>FY 2022/23 to 2024/25</p> <p>FY 2022/23 to 2024/25</p>
SSS4	Continue to horizon-scan and develop an iterative applications roadmap which meets emerging service needs and provides appropriate digital capabilities for the 2020s and beyond.	<ol style="list-style-type: none"> <li>1. A full applications review has been carried out for Bristol and this objective will take this output, align it with business changes, cloud migration activities and exploitation of core platforms.</li> <li>2. The application roadmap will inform the sequence and investment required to evolve the council's systems to meet the multiple goals of digital, business functions required, whole life cost and data surfacing/integration to allow business critical data to be made available for insights and decision making.</li> <li>3. Map out the Line of Business applications standardisation, upgrade and renewal path, incorporating the work already underway in some areas.</li> <li>4. Establish an annual process to maintain the applications roadmap, aligning with emerging service needs and providing appropriate digital capabilities over the life of this strategy.</li> </ol>	<p>FY 2023/24 to 2025/26</p> <p>FY 2022/23 to 2026/27</p> <p>FY 2022/23 to 2023/24</p> <p>FY 2022/23</p>



ID	High Level Action	Objectives	Timing
SSS5	Evolve our IT function(s), resourcing, financing, and services meet the needs of our new strategy and estate, and to maximise the benefits from our investment in becoming a digitally enabled council. Within this, ensure that there is clear career path for a diverse and inclusive IT workforce, and a mix of in-house and co-sourced skills aligned to the national Digital, Data and Technology Capability framework.	<ol style="list-style-type: none"> <li>1. Re-centralise IT and application support activity from around the council, ensuring there is an efficient and effective central function working to deliver corporate priorities.</li> <li>2. Work to address an existing revenue budget gap as many IT-related payments change from Capital to annualised Revenue spending. Review options for further capitalisation of cost and seeking alternative forms of funding (within statutory and regulatory obligations).</li> <li>3. Ensure new products with subscription-based licensing have the associated costs factored into the project cost analysis. This will ensure the relevant service area(s) can budget for the ongoing cost of the product.</li> <li>4. As our digital operations change, consider how IT teams are skilled and arranged to best support the business and its technology. This reflects a move to configuring and managing services and away from installing equipment and software.</li> <li>5. Update our workforce development plans to ensure we train and grow our own digital development talent from within the council.</li> <li>6. Identify and secure arrangements with partners to augment in-house capabilities, providing flexible capacity whilst ensuring in-house skills are developed for core support requirements and avoiding over dependence on third parties where there may be associated higher costs.</li> <li>7. Develop stronger Business Partnering and implement a Project Management Office planning and management tool. This will help align work prioritisation and resource management to improve the IT change planning process.*</li> <li>8. Review and iterate the council's annual service planning and its standing project-initiation processes to ensure IT-related or dependent work reflects corporate priorities and is prioritised in alignment with supplier roadmaps, contract expiry schedules, existing corporate priorities and BCC business service area ambitions</li> </ol>	<p>FY 2023/24 to 2024/25</p> <p>FY 2022/23 to 2023/24</p> <p>FY 2022/23 to 2023/24</p> <p>FY 2022/23</p> <p>FY 2022/23</p> <p>FY 2022/23 to 2023/24</p> <p>FY 2022/23 to 2026/27</p>

## Action Plan 3 - Well-used and used well

**High Level Objectives:** Support colleagues to make the best, fullest use of the tools and technologies available to them, developing high levels of digitally skilled collaboration. Provide robust data and insights to ethically improve effectiveness and efficiency.

ID	High Level Action	Objectives	Timing
WUW1	Invest in the digital skills, experience and capabilities of our colleagues and councillors through a continuing programme of adoption and change activities. This includes encouraging behaviour change, delivering training and supporting a high-performing champions' network. These help people gain confidence and get the most from the platforms we have invested in.	<ol style="list-style-type: none"> <li>1. Continue adoption and change activities to assist service areas and council staff with getting the most from platforms that we have invested in and deployed.</li> <li>2. Re-instate a regular Member IT support forum and work with Member Development colleagues to develop an ongoing schedule of training and support activities.</li> <li>3. Consider the future needs of the workforce in terms of digital skills, and through the updated Workforce Strategy identify how to best deliver this as part of our core learning and development.</li> <li>4. Continue to run a Digital Champions network and equip these colleagues with enhanced digital skills.</li> </ol>	<p>Support would run through the period of the Strategy but evolve according to need</p> <p>FY 2022/23</p> <p>FY 2022/23 to 2023/24</p> <p>FY 2022/23 to 2023/24</p>
WUW2	<p>Accelerate the use of self-service internally and the availability of self-help services as part of new digital service design.</p> <p>Adapt business processes to exploit digital capabilities and boost innovation, whilst avoiding complex solutions that are hard to maintain.</p>	<ol style="list-style-type: none"> <li>1. Review common internal processes and create a prioritised pathway for improving existing digitised services or moving towards digital self-service from paper or telephone-based requests. (Whilst retaining alternative contact forms for those who cannot use digital channels).</li> <li>2. Further develop the in-house IT service management tool to automate more IT requests, leading to reduced handoffs and increasing responsiveness to business needs.*</li> <li>3. Provide support to change and transformation projects which have been corporately prioritised, helping design or change business processes to make them more efficient; particularly when departments or teams are redesigning themselves or making major IT system changes.</li> <li>4. Leverage M365 discovery tools and where possible consolidate information into the M365 platform to allow easier searches for Subject Access and Freedom of Information requests.*</li> <li>5. Deliver and continue to iterate the Special Educational Needs and Disabilities (SEND) top up scheme application, improving the process for both the business and users within schools.</li> </ol>	<p>FY 2023/24 to 2024/25</p> <p>FY 2022/23 to 2024/25</p> <p>FY 2022/23 to 2024/25</p> <p>FY 2022/23 to 2023/24</p> <p>FY 2022/23 to 2026/27</p>

ID	High Level Action	Objectives	Timing
WUW3	Continue work to fully centralise data and insights capacity and deliver the council's agreed programme of data and insight improvement work, evolving it over time. Ensure that robust, accurate data and that its correct and ethical use is embedded across the council.	<ol style="list-style-type: none"> <li>1. Complete and implement a new centralised Functioning Operation Model for data and insights, taking an Enterprise Data Management approach in line with the council's Data, Insights and Information Strategy.</li> <li>2. Continue delivery of the council's approved Data and Insight Programme, whilst iterating it to identify and plan for future insight needs.</li> <li>3. Refresh governance around project and system-replacement initiation, to ensure data and insight needs are properly captured and specified.</li> <li>4. Establish a Data and Insight Strategy group to take forward the wider DII Strategy and embed data ethics and data literacy more widely throughout the council.</li> </ol>	<p>FY 2022/23 to 2024/25</p> <p>FY 2022/23 to 2024/25</p> <p>FY 2022/23</p> <p>FY 2022/23 to 2026/27</p>
WUW4	Pro-actively evaluate our usage and performance, allowing planned space in our programme for reflection and to adjust our course as required.	<ol style="list-style-type: none"> <li>1. Utilise technology to measure usage of Microsoft 365 tools and identify what new technologies are, and are not, being used effectively. Use this insight to efficiently design and direct training to support colleagues.</li> <li>2. Through the established Digital Transformation Programme Board, undertake regular performance monitoring of digital projects and have a quarterly performance-clinic focusing on delivery of this strategy.</li> <li>3. Undertake an annual review of this Digital Strategy action plan and report progress and changes to the council's Resources Scrutiny Commission and Cabinet.</li> <li>4. Monitor and respond to annual Staff Survey feedback on digital tools; undertaking additional discovery or focus groups as required to understand key drivers of feedback.</li> </ol>	<p>FY 2022/23 to 2026/27</p> <p>FY 2022/23 to 2026/27</p> <p>FY 2022/23 to 2026/27</p> <p>FY 2022/23 to 2026/27</p>

## Action Plan 4 - Ready to partner, willing to share, and able to innovate

**High Level Objectives:** Adopt the right technologies, systems, processes, culture, and governance to provide a safe and productive environment for wider collaboration and problem-solving using technology.

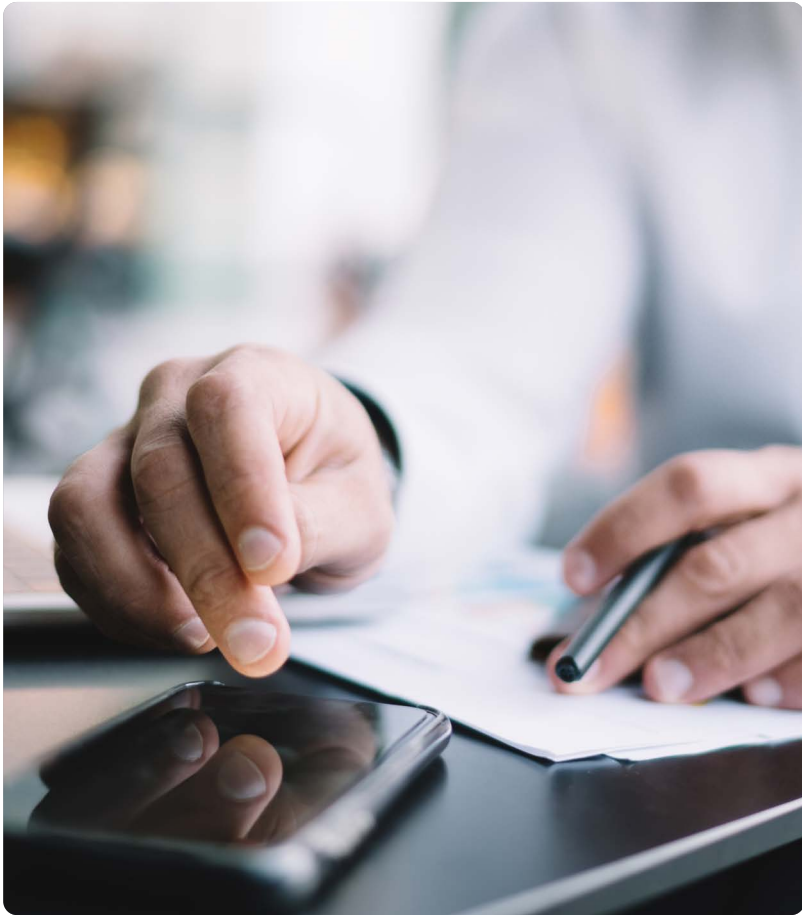
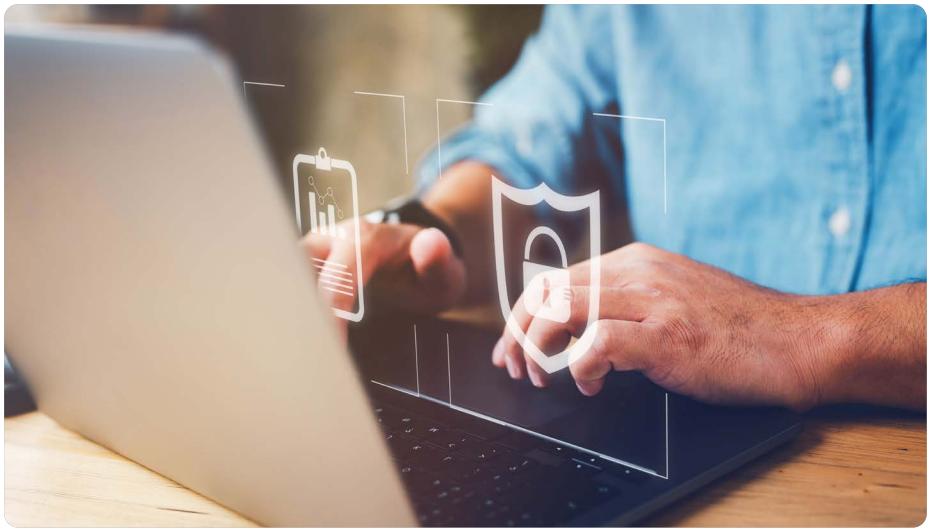
ID	High Level Action	Objectives	Timing
PSI1	Work with a single Digital Strategic Partner to provide expert skills, technical advice, strategic support and practical capacity to support our digital transformation journey. This will enable us to more quickly progress to a secure foundation from which to co-source, partner and innovate more widely. It will also support us in future-proofing our organisation and we will retain full decision ownership and cost control through a no-commitment, non-exclusive contract.	<ol style="list-style-type: none"> <li>1. Procure and appoint a single Digital Strategic Partner to help deliver digital transformation and services.</li> <li>2. Identify and scope appropriate projects within our Digital Transformation Programme which may need this form of external support. Undertake due diligence to ensure that utilising a partner offers best value.</li> </ol>	<p>By Q4 FY 2022/23</p> <p>FY 2022/23 to 2024/25</p>
PSI2	Partner across the council and beyond to help plan for and deliver improved digital equity in the city, in line with our Corporate Strategy priority of Digital Inclusion.	<ol style="list-style-type: none"> <li>1. Building on the success of our pandemic-era partnership digital inclusion scheme, convene colleagues and partners to consider a longer term approach to promoting digital equity, aiming to produce a clear, costed and deliverable plan.*</li> <li>2. Within this work, seek to map and align with Digital Inclusion initiatives to enable access to services by vulnerable and digitally excluded citizens. Provide particular focus on the opportunity for digitally connected council housing stock.*</li> <li>3. Deliver our planned social housing connectivity pilot project, to test viability of bringing high-speed fibre directly into social housing developments.*</li> <li>4. Be ready and responsive to seize opportunities from external funders (grant and inward investment) around digital and innovation that supports digital equity, partnering with others to strengthen our bids as required.</li> </ol>	<p>FY 2022/23</p> <p>FY 2022/23</p> <p>FY 2022/23 to 2024/25</p> <p>FY 2022/23 to 2024/25</p>

ID	High Level Action	Objectives	Timing
PSI3	Configure the council to support appropriate opportunities for innovation and improvement in our digital capabilities. Ensure our core IT teams work in partnership with services and outside organisations to develop new digital services that incorporate customer feedback.	<ol style="list-style-type: none"> <li data-bbox="566 253 1318 387">1. In collaboration with our partner organisations, continue to develop citizen web forms and portals including improvements to waste services, and improving end-to-end service of those who need housing.</li> <li data-bbox="566 409 1294 544">2. Increase opportunities for co-design of digital services with users, and establish structured review points to reflect on feedback and its implications for our activities and strategy.</li> </ol>	<p data-bbox="1337 253 1489 320">FY 2022/23 to 2026/27</p> <p data-bbox="1337 398 1489 465">Y 2023/24 to 2026/27</p>
PSI4	Through our enterprise approach to data and insights, continue to make core system data available and easy to technically access: with ethics, informed consent, open standards, and strong governance at the heart of appropriate data-sharing. Develop open data and city-wide intelligence products in line with the Data, Insight, and Information Strategy.	<ol style="list-style-type: none"> <li data-bbox="566 716 1225 851">1. Participate in appropriate partnership forums to understand data-sharing needs and ensure good information governance is in place to assess it and deliver it as necessary.</li> <li data-bbox="566 873 1281 940">2. Produce a city dashboard providing transparent, open access to key performance information about the city.*</li> <li data-bbox="566 963 1289 1030">3. Specify and procure a replacement Open Data solution, as part of the Data and Insights Programme.*</li> <li data-bbox="566 1052 1265 1232">4. Establish a codified approach to data ethics and clear process for engagement, proper consideration and decision making; particularly when innovating or considering the use of predictive techniques such as machine-learning.</li> </ol>	<p data-bbox="1337 716 1489 784">FY 2023/24 to 2026/27</p> <p data-bbox="1337 862 1489 929">FY 2023/24 to 2024/25</p> <p data-bbox="1337 963 1489 1030">FY 2024/25 to 2025/26</p> <p data-bbox="1337 1064 1489 1131">FY 2024/25 to 2025/26</p>
PSI5	Support and/or lead digital innovation that changes the lives of citizens and the most vulnerable, such as Technology Enabled Care.	<ol style="list-style-type: none"> <li data-bbox="566 1243 1305 1444">1. As part of the council’s horizon scanning around future innovations, follow major themes around big data and ethics; AI; immersive realities; robotics; and industry digitalisation, building new links with specialists in these fields. Consider if and how such innovations could benefit Bristol citizens and communities.*</li> <li data-bbox="566 1456 1313 1590">2. Support the work the Western Gateway, which has, as one of its five key missions, to ‘unlock further digital-driven innovation in some of the highest value-add sectors’, to help create jobs and skills.*</li> <li data-bbox="566 1601 1313 1769">3. As part of the Temple Quarter regeneration project, harness the benefits of a new innovation district in the city. This includes the University of Bristol’s new enterprise campus, which will provide support to link leading R&amp;D with major businesses.</li> <li data-bbox="566 1780 1276 1915">4. Developing the Technology Enabled Care Hub and TEC offer/kit. Support most vulnerable in society to remain supported in their own home to maximise their independence.*</li> <li data-bbox="566 1926 1313 2101">5. Support Adult Social Care to incorporate Technology Enabled Care (TEC) into care packages where appropriate, enabling citizens to use TEC gaining further control of their care, have less intrusive care, so that they may remain supported in their own home for longer to maximise their independence.*</li> </ol>	<p data-bbox="1337 1243 1489 1310">FY 2022/23 to 2026/27</p> <p data-bbox="1337 1456 1489 1523">FY 2022/23 to 2025/26</p> <p data-bbox="1337 1601 1489 1668">FY 2022/23 to 2025/26</p> <p data-bbox="1337 1780 1489 1848">FY 2022/23 to 2023/24</p> <p data-bbox="1337 1926 1489 1993">FY 2022/23 to 2023/24</p>

ID	High Level Action	Objectives	Timing
PSI6	<p>Work closely with city partner institutions on digital transformation, including the design and delivery of digitally enabled services. Ensure that we maximise our collective ability to collaborate effectively, including within the emerging Integrated Care System.</p>	<ol style="list-style-type: none"> <li>1. Continue to work with external partners developing the Integrated Care System (ICS) and aligning our digital plans, seeking strong levels of interoperability on a technical level, and join-up on citizen-focused activities such as addressing digital poverty or promoting services.*</li> <li>2. Work with surrounding councils and partnerships to better improve digital insights that may mutually benefit the National Health Service and local partners.</li> <li>3. Continue to engage externally to explore and build one city partnerships. Build on collaborations with health partners, BNSSG and Police to provide join up between services for the benefit of citizens.</li> <li>4. Develop and implement security models and measures in the digital health space to mitigate any risks related to greater collaboration in service delivery. Recognise the sensitivity of personal data and maximise security within any pilots.*</li> </ol>	<p>FY 2022/23 to 2026/27</p> <p>FY 2022/23 to 2026/27</p> <p>FY 2022/23 to 2026/27</p> <p>FY2 022/23 to 2023/24</p>
PSI7	<p>Closely align our in-house innovation expertise with our policy expertise to ensure that we work together on prioritising and addressing key city challenges that are recognised corporate priorities.</p>	<ol style="list-style-type: none"> <li>1. Pilot a closer alignment of the council’s policy, partnership and innovation expertise within the newly-formed Policy, Strategy and Digital division. Within this: <ul style="list-style-type: none"> <li>• Consider appropriate bids for external funding and attract inward investment on developing and piloting new digital services, including using the city’s R&amp;D network and academic expertise in innovation. Ensure this is aligned with delivering existing corporate priorities.</li> <li>• Improve and communicate process to develop ideas into delivered digital solutions.</li> <li>• Identify specific opportunities for incubation of digital services which offer efficiency and performance improvements. Do this in collaboration with Bristol-based enterprises.*</li> </ul> </li> <li>2. Update our working practices to ensure we consider external digital initiatives in our internal process for digital operational planning.</li> <li>3. Investigate new models for the delivery of a Research and Development test bed, including new partners, and how it could be part of a regional offer to generate investment into the city.</li> </ol>	<p>FY2022/23 to FY2026/27</p>

ID	High Level Action	Objectives	Timing
PSI8	Continue to run and evolve the Bristol Operations Centre, which has provided a ground-breaking technology collaboration with partners.	<ol style="list-style-type: none"> <li>1. Support the 24/7 secure, resilient running of the council’s Operations centre through network configuration and a high level of responsiveness to any issues.</li> <li>2. To support the delivery of a secure network capacity to operate digital / IP cameras.*</li> <li>3. Upgrade priority public space CCTV cameras from analogue to digital.*</li> <li>4. If required, support any changes to the Operations Centre resulting from the council’s Estate Rationalisation project.*</li> </ol>	<p>FY2022/23 to FY2026/27</p> <p>FY2023/24</p> <p>FY2022/23</p> <p>FY2022/23 to FY2024/25</p>
PSI9	Consider the role of our council owned duct and fibre network, BNET, and how it can best help meet the connectivity needs of the city, its infrastructure, and its public services; either publicly, commercially or in partnership.	<ol style="list-style-type: none"> <li>1. Review the opportunity for further utilisation of the council’s BNet capability; including opportunities relating to our corporate network redesign.*</li> <li>2. Work in partnership to ensure Bristol can maximise inward investment to improve our digital infrastructure, including by exploring streamlining and standardising processes to access public assets.</li> </ol>	<p>FY2022/23 to FY2024/25</p> <p>FY2022/23 to FY2026/27</p>





You can request alternative formats of this document by calling 0117 922 2000





# Appendix B

Digital Strategy 2022-27: Details of consultation carried out

Engagement	Responsible Officer	Date
Engage with ICT Solution and Enterprise Architects to ensure aligns with ongoing direction of the council's technology and system interoperability.	Iain Godding	February – April 2022
BCC Staff representative engagement workshop – People Directorate	Tim Borrett	20 April 2022
BCC Staff representative engagement workshop – G&R Directorate	Tim Borrett	20 April 2022
BCC Staff representative engagement workshop – Resources Directorate	Tim Borrett	21 April 2022
Estate Rationalisation project – engagement workshop (impact on any changes to buildings used by BCC)	Tim Borrett	22 April 2022
BCC Extended Leadership Meeting (ELM) – engagement of strategy	Tim Borrett	04 May 2022
BCC Staff Led Groups (SLG) engagement workshop (embRACE, YPN, Disabled Employees Group, LGBT+ Group).	Tim Borrett	05 May 2022
<b>IF AVAILABLE:</b> Engage with Mayoral Disability Commission	Tim Borrett	Expected May 2022

Minutes and actions from meeting available to those who have existing access: [link](#)



## Digital Transformation Programme - Risks related to Digital Strategy

Negative Risks that offer a threat to the Digital Transformation Programme which in some way involve Digital Strategy (can be a mitigation)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			Date
										Length cod	Impact	Risk Rating		Length cod	Impact	Risk Rating	
016	Change in strategic direction during life of the Digital Strategy	If there are changes in officer or Member leadership If there are changes in circumstance, including council priorities or funding If changes in council governance and/or political leadership, including in 2024 all-out election and governance system change, result in different priorities	Funding reduced or withdrawn Projects delayed, re-profiled, cancelled or reversed Lost investment and opportunity cost Impacts on core IT resilience, security and/or operability	Open	ED02 One Council ED03 Employer of Choice ED04 Data Driven ED05 Good Governance	Programme Management; Service Provision	Director: Policy, Strategy and Digital	Strategy and programme review points Digital Transformation Board governance Business Case development for individual projects highlighting risk profile Communication and engagement about the Strategy and associated programme with officer and Member colleagues	<	4	2	8	3	2	6	May-22	
	Lack of financial resources to deliver aspirations of the Digital Strategy	Ongoing funding pressure on the council and its savings programme Market pressures and supply chain issues, along with associated inflation If there is an inability to demonstrate best value or return on investment in business cases for specific IT projects and initiatives If competing needs and priorities force redirection of council resources	Funding reduced or withdrawn Projects delayed, re-profiled, cancelled or reversed Lost investment and opportunity cost Impacts on core IT resilience, security and/or operability	Open	ED02 One Council ED03 Employer of Choice ED04 Data Driven ED05 Good Governance	Programme Management; Service Provision	Director: Policy, Strategy and Digital	Seeking Cabinet approval for Digital Transformation Programme in July 2022 based on conservative cost estimates, including due diligence form Finance Business Partners Explore external funding opportunities wherever viable Use of establish Business Case development process for all major projects related to the Digital Strategy	<	2	5	10	1	5	5	May-22	
	Unaffordable operating model	Moving to cloud-based subscription services, including software-as-a-service and infrastructure-as-a-service incurs additional revenue cost whereas spending would previously be capital; placing excess pressure on council's General Fund budget.	Revenue budget pressure adding to council's budget gap, creating need to make further revenue savings in other areas.	Open	ED02 One Council ED03 Employer of Choice ED04 Data Driven ED05 Good Governance	Financial Loss/ Gain	Director: Policy, Strategy and Digital	Due diligence around potential for further capitalisation of costs Use of annual budget planning.	<	5	3	15	5	2	10	May-22	
	Inability to deliver projects and/or future operating model	If there is a lack of engagement and skills development for core IT workforce, which will need to develop updated skill-sets If capacity pressures limited ability to release staff to support projects and learn new skills If pressure on core IT budgets necessitate staffing reductions If there are not clear transition measures and protocols to hand projects over to 'business as usual' at completion	Digital Strategy aims take longer to achieve or are not achieved Additional spending on support contracts or consultancy Benefits of IT changes not sustained or realised Legacy systems or ways of working not removed, duplicating cost and effort	Open	ED02 One Council ED03 Employer of Choice ED04 Data Driven ED05 Good Governance	Programme Management; Service Provision; Reputation; Financial Loss/Gain	Director: Policy, Strategy and Digital	Due diligence around potential for further capitalisation of costs. Use of Adoption and Change Management workstream. Project/Programme Management through the councils core Change Services offering supported by external partners where necessary. Digital Transformation Board governance	<	3	2	6	2	2	4	May-22	
	Failure to realise benefits or meet strategy aims	Highly complex and interdependent formal Programme and a variety of projects and 'business as usual' work across multiple service areas If there are shortcomings in governance and/or benefit tracking If resources in many different service areas cannot be aligned to delivery of Digital Strategy priorities due to financial pressures, competing priorities, staff shortages or any other reason	Digital Strategy aims take longer to achieve or are not achieved Additional spending on support contracts or consultancy Benefits of IT changes not sustained or realised Legacy systems or ways of working not removed, duplicating cost and effort	Open	ED02 One Council ED03 Employer of Choice ED04 Data Driven ED05 Good Governance	Programme Management; Service Provision; Reputation; Financial Loss/Gain	Director: Policy, Strategy and Digital	Use of Adoption and Change Management workstream. Digital Transformation Board governance. Use of Digital Strategic Partner. Internal Audit and Scrutiny. Annual strategy updates to Cabinet.	<	1	5	5	2	3	6	May-22	



Title: Digital Strategy 2022-27	
<input type="checkbox"/> Policy <input checked="" type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Resources	Lead Officer name: Tim Borrett
Service Area: ICT	Lead Officer role: Director: Policy, Strategy and Digital

## 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 Digital Strategy provides a five-year roadmap for the council’s ongoing journey of improvement in providing good, digitally enabled services and supporting access to, and use of, digital tools by colleagues and citizens.

Whilst it acknowledges that the way it does this may change over time, it commits to delivering digital access to good services that people need and expect. It makes commitments to creating a more secure, resilient and inclusive IT environment; and to do more to co-design services with users and to seek and respond to feedback.

It aims to help the council increase productivity, build digital capabilities and deliver projects that move Bristol to a new level of digital maturity and practice, setting our four strategic ambitions for our digital transformation work:

- 1. Easy, engaging, and inclusive.** Provide easier digital access to council services and encourage people to use it. Take a user-centred approach to design and maximise accessibility. Take action to improve digital inclusion.
- 2. Simple, stable, and secure.** Work in a prioritised and systematic way to simplify and modify our digital estate to make it as secure, resilient, and reliable as practical.
- 3. Well-used and used well.** Support colleagues to make the best, fullest use of the tools and technologies available to them, developing high levels of digitally skilled collaboration. Provide robust data and insights to ethically improve effectiveness and efficiency.
- 4. Ready to partner, willing to share, and able to innovate.** Adopt the right technologies, systems, processes, culture, and governance to provide a safe and productive environment for wider collaboration and problem-solving using technology.

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

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

## 1.3 Will the proposal have an equality impact?

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

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

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

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

## Step 2: What information do we have?

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




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

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

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

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

Data / Evidence Source	Summary of what this tells us
<b>Workforce</b> HR Analytics from the Staffing Diversity Dashboard (available upon request). This provides evidence of diversity and protected characteristics across all the teams	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>directly impacted and can also be broken down by individual teams.</p> <p><a href="#">HR Analytics: Power BI reports (sharepoint.com)</a> [internal link only]</p> <p><a href="#">Equality and Inclusion Annual Progress Report 2020-21 (pdf, 982KB)</a> Appendix – Workforce Diversity Data – summary analysis</p>	<p>The staffing diversity dashboard shows how many colleagues have declared that they consider themselves to be disabled. Whilst the insight from this about the specific nature of any barriers to accessibility is limited, it shows that pro-active consideration of accessibility and how this is embedded in our digital tools and systems is likely to be significant. It also suggests that there will be an ongoing need to consider requests for specific reasonable adjustments where issues remain, and that we should be well-developed in our understanding of needs, our ability to design inclusive and accessible systems, and our ability to provide assistive technology where this is required.</p> <table border="1" data-bbox="596 533 1145 763"> <thead> <tr> <th>Sensitive Information Value</th> <th>Headcount</th> <th>Headcount %</th> </tr> </thead> <tbody> <tr> <td>Disabled</td> <td>581</td> <td>9.1% </td> </tr> <tr> <td>Not Disabled</td> <td>4609</td> <td>72.5%</td> </tr> <tr> <td>Prefer not to state Disability</td> <td>189</td> <td>3.0%</td> </tr> <tr> <td>Unknown Disability</td> <td>978</td> <td>15.4%</td> </tr> <tr> <td><b>Total</b></td> <td><b>6357</b></td> <td><b>100.0%</b></td> </tr> </tbody> </table> <p>We also need to take into consideration that a number of staff may have an undisclosed impairment, underlining the importance of our core digital offering being accessible by design.</p>	Sensitive Information Value	Headcount	Headcount %	Disabled	581	9.1% 	Not Disabled	4609	72.5%	Prefer not to state Disability	189	3.0%	Unknown Disability	978	15.4%	<b>Total</b>	<b>6357</b>	<b>100.0%</b>
Sensitive Information Value	Headcount	Headcount %																	
Disabled	581	9.1% 																	
Not Disabled	4609	72.5%																	
Prefer not to state Disability	189	3.0%																	
Unknown Disability	978	15.4%																	
<b>Total</b>	<b>6357</b>	<b>100.0%</b>																	
<p><b>Workforce and Citizens</b> Change Portfolio 2022-23</p>	<p>The BCC Change Portfolio outlines all the projects of which are likely to be performed and managed through the central Change Services offering. These projects will likely be affected in the way that each project takes shape, and its effect on the BCC workforce and Bristol Citizen, directly by the strategy.</p> <p>Items affected by the strategy would likely be those with elements of technology change. These are being included in Appendix A, the Roadmap, within the strategy to be published.</p> <p>(Each project would have its own EqIA).</p>																		
<p><b>Workforce</b> Employee Staff Survey Report / Pulse Surveys</p>	<p>The surveys have informed corporate leadership about the ways in which staff wish to work flexibly. The strategy will take this into consideration as to how/what new technology is used; “well used, and used well”. It also provides the base IT platforms and security that enable remote and agile working.</p>																		
<p><a href="#">Quality of Life Survey 2021</a></p>	<p><b>Digital Services</b></p> <p>The Quality of Life Survey results suggest that those living in areas of socio-economic deprivation are less likely to be comfortable using digital services, with 71.3% of respondents from deprived areas reporting feeling comfortable with this, compared to a Bristol average of 81.6%.</p> <p>The survey also suggests a statistically significant gap in this comfort level related to race, with Black / Black British respondents at 72.6% compared to a city-wide average of 81.6%. Conversely, Asian/Asian British, Mixed Ethnicity and White Minority Ethnic responses range from 88-89%, statistically significantly higher than the city average. Whilst the survey seeks to present a representative view of demographics in the city, some caution should be applied to interpreting these results due to relatively small sample sizes. Intersections between race and deprivation rooted in structural inequality should also be considered, meaning that race is not</p>																		

likely to be a cause, so much as Black/Black British communities in the city are more likely to live in areas of deprivation and digital exclusion.

### Digital Exclusion

The survey helps show which geographic areas and demographic groups report issues with not having enough digital devices, mobile data or home broadband; along with those reporting that the performance of their internet connection reduces or prevents them from accessing services.

Only around 1-2% report not having enough devices or data; but those who cannot afford home broadband or equipment rises from 1.6% city-wide to 4.5% in the city's 10% most deprived communities. Internet speed and reliability preventing access is reportedly a more prevalent issue, at 19.9% city-wide average and 21.5% in the city's 10% most deprived communities.

Because of this, and also other research suggesting age and disability as limiting factors in digital engagement, it is important that the Digital Strategy both accounts for those who cannot access digital services now, and considers how to tackling digital equity as a systemic city issue.

Quality of Life Indicator	% comfortable using digital services	% who don't have any or enough digital devices
Bristol Average	82	1.3
Most Deprived 10%	75.4	2.4
16 to 24 years	91.2	0.4
50 years and older	58.6	2.1
65 years and older	44.4	2.4
Female	80.8	1.4
Male	83	1.1
Disabled	61.5	4
Black, Asian and minority ethnic	84.9	0.6
Asian/Asian British	85.5	0
Black/Black British	78.7	2.8
Mixed/Multiple ethnic groups	89.4	0
White	81.7	1.3
White Minority Ethnic	93.7	0.4
White British	79.8	1.4
Christian	68.8	1.6
Other religion	77.4	1.7
No religion or faith	90.1	1
Single parent	81.4	4.1
Two parent	93.6	1.3
No qualifications	31.7	4.2
Owner Occupier	81.7	1
Rented from housing association	66.7	3.5

	Rented from the council	57.9	5.1
	Rented from private landlord	90.8	0.7
	Non degree qualifications	74.4	2
	Degree qualifications	91.2	0.6
	Part-time carer	78.1	1.8
	Full-time carer	67.2	5
	Carer (All)	75.5	2.5
	Parents (All)	92.1	1.6
	Lesbian, Gay or Bisexual	92.4	1.2
<a href="#">SOCITM post-Covid Digital Exclusion report</a>	This report notes that (based on Lloyds Bank UK Consumer Digital Index 2020) that digital exclusion disproportionately affects older people, with 77% of those over 70 reporting very low digital engagement and only 7% having the capability to shop and manage money online.		
<a href="#">Census 2011 and Census 2021 2011 Census Key Statistics About Equalities Communities</a>	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.		
<a href="#">Citizens' Assembly</a>	The Citizens' Assembly was 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.		
<a href="#">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</a>	<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>As our Digital Strategy calls for greater partnering, particularly on the issue of digital inclusion, we should be mindful of the capacity of the VCSE to engage in this; which will vary from one organisation to another. Many VCSE organisations offer strong community connection and in-reach, and already do strong work tackling digital exclusion and promoting/supporting accessibility, and we should be mindful of this expertise and including relevant organisations in future co-design and engagement activities relating to digital initiatives.</p>		
<p><b>Additional comments:</b>  Representatives from all internal council directorates have been engaged in workshops and have had access to the strategy during its drafting. Dates of these engagements are shown in section 4.2 of this document. Meeting minutes are taken. There was also engagement with the Chairs of the council's Staff Led Groups, representing colleagues from the Disabled Colleague's Network, embRACE, LGBT+ Group and Young Professionals Network.</p>			

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

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



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

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

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

Information on staff with reasonable adjustments, work-life balance requests and caring responsibilities will be known on at team level, but this may not be collated across the organisation. Staff Surveys and pulse surveys will be used to help guide elements within the Digital Transformation Programme and this strategy. At the time of this assessment the results of the council's 2022 Staff Survey were not yet available.

Evidence relating to city-wide levels of digital access and ability is limited to surveys of a statistically sound and representative portion of the population, so provide strong indicative information on trends, but not actual household or ward-level detail to confirm this. However, to gain this level of detailed insight would be disproportionate to the aims of the strategy, and it operates on the basis of maximising accessibility and retaining offline access to services for those who require it.

### 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 \(sharepoint.com\)](https://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 have held a number of internal workshops to ask for different views on the approach, ambitions, and action plan for the Digital Strategy. It has been made clear that we are likely to need to consult in more detail with some when developing individual projects' business cases (and their own associated equalities assessments).

#### Workforce:

- Periods of review of previous digital / IT strategy with the internal ICT architecture review boards
- Reviews of latest strategy document with representatives from
  - The three directorates
  - Estate rationalisation / Corporate Landlord project team
  - Staff led groups

#### Stakeholders:

- Reviews of latest strategy document with
  - Extended Leadership Meeting (ELM)
  - Directorate Management Team (DMT)
  - Cabinet Member Briefing (CMB) – Cllr Cheney
  - Corporate Leadership Board (CLB)
  - **Seeking Cabinet approval in June 2022**

At this time of writing this (May 2022) we have yet to engage or consult with the public, and do not anticipate that a full public consultation will be required. We plan to engage established partners throughout the duration of the strategy lifetime. Public Consultation, though not sought for this strategy, is likely to be sought for the Channel Shift Strategy, as this will directly address how the council maximises the use of online services.

## 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 continue to engage with external partners to discuss and align plans; including particular work with Health partners in the emerging Integrated Care System.

In line with the strategy's aims, we intend to increase citizen engagement in future co-design of services and proactively seek (and act upon) feedback.

The strategy will be sent for comment to the Mayoral Disability Commission, and feedback from this can be incorporated into the delivery of the strategy and planned future action planning (annual) and strategy review (every two years).

If delivery of any elements of the Strategy go on to require changes in our workforce arrangements, this will be subject to engagement with colleagues, trade unions and following the council's Management of Change policy.

## 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 delivery of the strategy document itself is not expected to have an adverse impact on people, however it will be used to give a steer to upcoming projects within its 2022-2027 lifespan which could have an impact. These would themselves have a business case and accompanying Equalities Impact Assessment.

As an increasing number of disabled and older people access care and support using Technology Enabled Care there is likely to be more reliance on our digital systems to help meet their needs. Our strategic ambition to be '*Simple, stable, and secure*' means we are committed to working in a prioritised and systematic way to simplify and modify our digital estate to make it as secure, resilient, and reliable as practical.

Although we aim to ensure that our digital services are accessible and easy to use before they are launched (see 'Disability' below) there may be instances where we only become aware of emerging accessibility issues when services are already live, such as incompatibility with particular versions of assistive technology. Our strategic

ambition 'Ready to partner, willing to share, and able to innovate' will help us adopt the right technologies, systems, processes, culture, and governance to provide a safe and productive environment for wider collaboration and problem-solving using technology. This includes making sure that there is clear accountability for resolving any emerging accessibility issues in a timely way.

Our strategic aim to be 'Well-used and used well' means we will support colleagues to make the best, fullest use of the tools and technologies available to them. We will make sure that staff training needs are met in an inclusive way, and that staff who may have less confidence in using new technology are supported to make best use of our organisational digital capabilities with a network of advocates and champions. Where we accelerate use of self-service internally and as part of new digital service design we will ensure there are always alternative ways to ask for help where needed.

Where we make more use of data and insights to improve the effectiveness and efficiency of our work, this will be done in an ethical and person-centred way. Any use of digital assessment tools to assess team or individual productivity should also include an opportunity for feedback and conversation, so that employees who face additional barriers because of their protected characteristics and circumstances (such as unmet reasonable adjustments or resourcing issues) can contribute to a culture of continual improvement by communicating what those barriers are so they can be removed.

**PROTECTED CHARACTERISTICS**

<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	None identified.
Mitigations:	
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Evidence suggests lower levels of access and comfort with digital services for older people, and so a move to a greater level of digital services could present risks to inclusion if alternative contact channels are not available or not promoted. Whilst the strategy is cognisant of this risk and underlines to potential to enhance offline contact channels (by taking more people online and thereby freeing up capacity to help those who need offline channels), it will be important to see this through and to clearly communicate how to access services.
Mitigations:	<ul style="list-style-type: none"> <li>• Citizen co-design and consultation on the proposed Channel Strategy.</li> <li>• Developing plans around digital inclusion.</li> </ul>
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<p>There should be positive impacts from commitments to increase accessibility and develop more expertise in the use of assistive technology.</p> <p>However, we know from experience that when modernising our technology, it is possible some features that help remove barriers for disabled people may be affected; for example, if a third-party supplier's software does not work on a new platform. This can limit accessibility and/or result in disabled colleagues using older or different tools or platforms to their peers.</p> <p>It is also possible that disabled people may in some cases be less readily able to access online services. Whilst the strategy is cognisant of this risk and underlines to potential to enhance offline contact channels (by taking more people online and thereby freeing up capacity to help those who need offline channels), it will be important to see this through and to clearly communicate how to access services.</p> <p>It is clear that technology has the ability to both remove and create barriers to inclusion for disabled colleagues and citizens, making ongoing training for staff an important feature of the strategy.</p>
Mitigations:	<ul style="list-style-type: none"> <li>• Pro-active engagement with relevant suppliers and requesting updates to any affected software</li> </ul>

	<ul style="list-style-type: none"> <li>• Training of staff, including strategy aim to build expert resource on accessibility and assistive technology</li> <li>• Embedding accessibility compliance as a 'Mandatory Requirement' for future system procurements</li> <li>• Further engagement with disabled colleagues and the Mayoral Disability Commission</li> <li>• Developing plans around digital inclusion</li> </ul>
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	None identified.
Mitigations:	N/A
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	None identified.
Mitigations:	N/A
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	N/A
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	None identified.
Mitigations:	N/A
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	<p>Based on Quality of Life data, Black/Black British citizens are less like to be comfortable using digital services and more likely than the city-wide average to face digital exclusion by merit of being unable to afford home broadband or being restricted by the speed or quality of their broadband. It is possible that this intersects with the over-representation of Black/Black British citizens in the city's 10% most deprived communities.</p> <p>A move to a greater level of digital services could present risks to inclusion if alternative contact channels are not available or not promoted. Whilst the strategy is cognisant of this risk and underlines to potential to enhance offline contact channels (by taking more people online and thereby freeing up capacity to help those who need offline channels), it will be important to see this through and to clearly communicate how to access services.</p>
Mitigations:	<ul style="list-style-type: none"> <li>• Citizen co-design and consultation on the proposed Channel Strategy.</li> <li>• Developing plans around digital inclusion.</li> </ul>
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	None identified.
Mitigations:	N/A
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	None identified.
Mitigations:	N/A
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	A move to a greater level of digital services could present risks to inclusion if alternative contact channels are not available or not promoted, as citizens in our 10% most deprived wards report higher levels of digital exclusion and less comfort in using digital services. Whilst the strategy is cognisant of this risk and underlines to potential to enhance offline contact channels (by taking more people online and thereby freeing up capacity to help those who need offline channels), it will be important to see this through and to clearly communicate how to access services.

Mitigations:	<ul style="list-style-type: none"> <li>• Pilot project identified in the Digital Strategy to increase broadband connection to social housing, and to potentially provide greater public WiFi access.</li> <li>• Citizen co-design and consultation on the proposed Channel Strategy.</li> <li>• Developing plans around digital inclusion.</li> </ul>
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Studies show around 65% of adults have provided unpaid care for a loved one, and women have a 50% likelihood of being an unpaid carer by the age of 46 (by age 57 for men). Overall the Digital Strategy aims to increase the availability and accessibility of services, which should provide increased flexibility for carers. However carers (in particular full-time carers) are less likely to be comfortable using digital services and more likely to say they don't have any or enough digital devices.
Mitigations:	<ul style="list-style-type: none"> <li>• Citizen co-design and consultation on the proposed Channel Strategy.</li> <li>• Developing plans around digital inclusion.</li> </ul>
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	Issues identified above for Socio-Economic (deprivation) may also apply to asylum seekers and refugees; and those experiencing homelessness.
Mitigations:	<ul style="list-style-type: none"> <li>• Citizen co-design and consultation on the proposed Channel Strategy.</li> <li>• Developing plans around digital inclusion.</li> <li>• Housing IT transformation programme (as outlined in the Digital Strategy).</li> </ul>

### 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

<p><b><u>Disability</u></b></p> <ul style="list-style-type: none"> <li>• Opportunity to embed accessibility by design and reduce the need for reasonable adjustment requests; and to meet any required requests in a timelier way due to the flexibility of new offerings and commitment to developing in-house expertise.</li> <li>• New systems that are online for both citizens and staff must be compliant to WCAG2.1AA standards (Web Content Accessibility Guidelines). The strategy will not deliver this directly; however, it will guide all council technology projects in this compliance.</li> </ul> <p><b><u>Socio-Economic (deprivation)</u></b></p> <ul style="list-style-type: none"> <li>• The strategy supports greater coordination and action to promote digital equity, and puts forward a pilot of fibre broadband to social housing. It also supports the need for a Housing IT transformation project, which should improve access to service for citizens who are more likely to be experiencing socio-economic deprivation.</li> </ul> <p><b><u>Race</u></b></p> <ul style="list-style-type: none"> <li>• Based on evidence in the Quality of Life Survey, work to promote digital equity may benefit Black/Black British citizens by helping close self-reported gaps in digital inclusion and comfort using digital services.</li> </ul>
---

## 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 assessment underlines risk factors and supports the case for actions already considered during development of the Digital Strategy which, if applied correctly, should not directly create any negative impacts.

However, further engagement with the Mayoral Disability Commission has been identified as an action to help provide input on delivering its accessibility aims.

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

Particularly Ambition 1 and 3 from the overall strategy ambitions shown in section 1.1.

- **Easy, engaging, and inclusive.** Provide easier digital access to council services and encourage people to use it. Take a human-centred approach to design and maximise accessibility. Take action to improve digital inclusion.
- **Well-used and used well.** Support colleagues to make the best, fullest use of the tools and technologies available to them, developing high levels of digitally skilled collaboration. Provide robust data and insights to ethically improve effectiveness and efficiency.

### 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
Engage with ICT Solution and Enterprise Architects to ensure aligns with ongoing direction of the council's technology and system interoperability.	Iain Godding	February – April 2022
Engage with Mayoral Disability Commission	Tim Borrett	May / June 2022
Continuing partner engagement, including ICS health partners.	Tim Borrett	Ongoing
User co-design and engagement in developing a Channel Strategy, including representation from key equality groups and networks.	Rizwan Tariq	July - September 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.

- Milestone completion of EQIA action plan, above
- Monitoring of key Quality of Life indicators cited in this assessment
- Compliance with identified requirements around accessibility when procuring IT systems
- Target-setting and monitoring of success measures identified throughout the Digital Strategy, which includes ongoing staff survey measures.

## Step 5: Review

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

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off:</b> Tim Borrett Director: Policy, Strategy and Digital
Date: 18/5/2022	Date: 19/05/2022

---

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

## Eco Impact Checklist

<b>Title of report: Digital Strategy (for Cabinet Report)</b>				
<b>Report author: Doug Clarke</b>				
<b>Anticipated date of key decision: 07 June 2022</b>				
<b>Summary of proposals:</b>				
<p>The last IT strategy was approved in 2018. Since then, significant progress has been made to modernise the IT estate and work has been underway to refresh the strategy to better align to latest plans. The June report seeks Cabinet approval of the refreshed 2022 <b>strategy</b>.</p> <p>Additionally, work has been underway to scope the next phase of IT and digital change work. This report seeks Cabinet approval to the strategy only, defining our aims for the next five years to which the digital change projects will align.</p> <p>The only deliverable for this item is the strategy document.</p>				
Will the proposal impact on...	Yes/No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	No	N/A		
Bristol's resilience to the effects of climate change?	No	N/A		
Consumption of non-renewable resources?	No	N/A		
Production, recycling or disposal of waste	No	N/A		
The appearance of the city?	No	N/A		
Pollution to land, water, or air?	No	N/A		
Wildlife and habitats?	No	N/A		
<b>Consulted with:</b>				
<b>Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u></b>				
<p>The significant impacts of this proposal are:</p> <ul style="list-style-type: none"> <li>There are no significant impacts from writing a strategy. There will be significant environmental impacts from acting on any ICT-related strategy, but there was no opportunity to comment before the strategy was finalised. Instead, each project</li> </ul>				



that will put this strategy into practice through the Digital Transformation Programme will be subject to an Eco Impact Assessment as part of its own approval process.

The proposals include the following measures to mitigate the impacts:

- Not applicable as no significant impact

The net effects of the proposals are:

- Negligible.

**Checklist completed by:**

Name:	Douglas Clarke
Dept.:	Change Services
Extension:	
Date:	13/05/2022
Verified by Environmental Performance Team	Giles Liddell, Project Manager - Environmental



## Equality Impact Assessment [version 2.9]

Title: Microsoft Desktop (DTA) Licensing Agreement	
<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: Gavin Arbuckle
Service Area: Digital Transformation	Lead Officer role: Head of Service Improvement & Performance

### 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.

IT Services require to go out to tender for a replacement contract for the Microsoft Desktop Licensing Agreement. This is to ensure that from current contract end we have a 3-year compliant contract in place to enable us to continue with our current Microsoft Desktop Licences, thus support any future software licence needs to meet the demands and needs of Bristol City Council.

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

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

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

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

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

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

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

We have not identified any equality impact from this request which is limited in scope to a replacement contract for our Microsoft Desktop Licence Agreement. The proposed contract will continue to allow us

to provide the necessary licences and software and is separate from the Microsoft365 project requirement to deploy software applications which assist disabled staff within the Windows10 operating environment.

## Step 5: Review

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

<b>Equality and Inclusion Team Review:</b> Equality and Inclusion Team	<b>Director Sign-Off:</b> Tim Borrett, Director – Policy, Strategy and Digital
Date: 31/03/2022	Date: 01/04/2022

---

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

# Decision Pathway – Report

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 07 June 2022

<b>TITLE</b>	Expansion of the Climate and Ecological Emergency Programme		
<b>Ward(s)</b>	All		
<b>Author:</b> Alex Minshull		<b>Job title:</b> Sustainable City and Climate Change Manager	
<b>Cabinet lead:</b> Councillor Kye Dudd		<b>Executive Director lead:</b> Stephen Peacock, Executive Director Growth and Regeneration	
<b>Proposal origin:</b> <i>Councillor</i>			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> <i>Cabinet</i>			
<b>Purpose of Report:</b>			
<ol style="list-style-type: none"> <li>1. To seek Cabinet approval to expand the existing Climate and Ecological Emergency Programme to include additional projects and expenditure of an additional £905,000 to increase the council’s action to address the ecological emergency as set out in the Full Business Case. This is in addition to the £95,000 allocated to work on trees by Cabinet in February 2022 bringing the total new ecological emergency funding to £1m drawn from the dedicated Ecological Emergency Reserve.</li> <li>2. To seek Cabinet authorisation for the Executive Director of Growth and Regeneration, in consultation with the Cabinet Member for Climate, Ecology, Energy &amp; Waste, the Cabinet Member for Finance, and the Section 151 Officer, to approve the extension or addition of new projects to the Climate and Ecological Emergency Programme and approve future spend (in accordance with the decision pathway) should further needs be identified and funds become available.</li> <li>3. To note that Bristol has been accepted into the European Union 100 Climate Neutral and Smart Cities Mission and to seek Cabinet approval for the City Council joining this initiative and integrating this into the Climate and Ecological Emergency Programme and its wider work to assist with achievement of the One City Climate Strategy.</li> </ol>			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. Bristol City Council declared a Climate Emergency in November 2018 and Bristol an Ecological Emergency in February 2020.</li> <li>2. The City Council is working with partners to help achieve the goals of the One City Climate Strategy 2020 and the One City Ecological Strategy 2020 in a wide range of service areas. This action is set out in the BCC Ecological Emergency and Climate Emergency Action Plans.</li> <li>3. In Nov.2020 Cabinet approved “<i>the Climate and Ecological Emergency Programme as Bristol City Council’s initial response to these strategies.</i>” This programme is being successfully delivered and helping to enable new action in the city council and wider city using £1m of revenue and £3m of reserve funding.</li> <li>4. The BCC Ecological Emergency Action Plan set out over 70 actions which the city council wanted to undertake in the period 2021-2025. This included actions where funding was already in place and these are progressing well. It also included actions for which funding had not yet been identified. The Council has allocated additional money to implement some priority projects from the action plan, focused on: <ul style="list-style-type: none"> <li>○ Planning and demonstrating operational changes in parks and green spaces to benefit nature c.£95k</li> <li>○ Planning and trialling approaches to reduce the council’s use of herbicides c.£135k</li> </ul> </li> </ol>			

- Preparing for the Biodiversity Net Gain regulations – ensuring we have the evidence, policies and processes to maximise benefits for biodiversity. c.£240k
  - Developing strategies and plans for green and blue infrastructure, informed by a robust evidence base to help us attract external investment c.£200k
  - Supporting action by partners to inform and inspire Bristol citizens about nature and leverage external funding. C.£235k
5. The programme is managed by a Programme Board who will ensure that projects are delivered to acceptable quality and timescales within the total budget envelope of the programme. The Board can move funds between projects as necessary as set out in the business case.
  6. As part of the existing Programme the city council applied to be part of the European Union’s 100 Climate Neutral and Smart Cities Mission to help accelerate progress towards the city’s carbon neutrality goals. The Mission will support the cities with technical expertise, sharing of good practice and funding to support innovation and investment. The mission includes 100 cities from the European Union and 12 cities from non-EU countries which are or plan to be part of the Horizon Europe research and innovation programme. The UK is in the process of joining Horizon Europe and if this is successful Bristol will be able to benefit from the Mission to deliver its climate neutrality goals. Bristol and Glasgow are the UK cities who have been included in the Mission.

**Cabinet Member/Officer Recommendations:**

That Cabinet:

1. Approve expansion of the existing Climate and Ecological Emergency Programme to include additional projects and expenditure of an additional £905,000 to increase the council’s action to address the ecological emergency as outlined in this report and the Full Business Case.
2. Authorise the Executive Director of Growth and Regeneration, in consultation with the Cabinet Member for Climate, Ecology, Energy & Waste, the Cabinet Member for Finance, and the Section 151 Officer, to take all steps required to spend the additional £905k including authority to procure and award the contract(s) necessary to give effect to the decision, within the budget envelope.
3. Authorise the Executive Director of Growth and Regeneration, in consultation with the Cabinet Member for Climate, Ecology, Energy & Waste, the Cabinet Member for Finance, and the Section 151 Officer, to take all steps required to approve the extension or addition of new projects to the Climate and Ecological Emergency Programme and approve future spend (in accordance with the decision pathway) should further needs be identified and funds become available.
4. Note that Bristol has been accepted into the EU 100 Climate and Smart Cities Mission and approve the City Council joining this initiative and integrating this into the Climate and Ecological Emergency Programme and its wider work to assist with achievement of the goals of the One City Climate Strategy.

**Corporate Strategy Alignment:**

1. The additions to the programme are focused on achieving the priorities of ENV2 Ecological Recovery.
2. The Climate Neutral and Smart Cities Mission will contribute to priority ENV1 Climate Neutrality.

**City Benefits:**

1. The additions to the programme will lead to improvements in the biodiversity of Bristol.
2. The city’s involvement in the EU 100 Climate Neutral and Smart Cities Missions will lead to reductions in the city’s carbon emissions.
3. The Programme aims to attract external funding to contribute to the goals of the strategies.

**Consultation Details:**

1. The strategies were developed with a wide range of partners.
2. The additions to the Programme have been developed in consultation with the relevant services and cabinet members.
3. Communities Scrutiny Commission were briefed on the proposed ecological projects and spend and were supportive.
4. Individual projects will undertake appropriate consultation with stakeholders in their design and delivery.

**Background Documents:**

- The [One City Climate Strategy](#)

- The [One City Ecological Strategy](#)
- [BCC Ecological Emergency Action Plan](#)
- Full Business Case – Appendix

<b>Revenue Cost</b>	<b>New Costs £905,000</b>	<b>Source of Revenue Funding</b>	Ecological Emergency Reserve
<b>Capital Cost</b>	£ N/A	<b>Source of Capital Funding</b>	N/A
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:**

The report seeks Cabinet approval to expand the existing Climate and Ecological Emergency Programme to include additional projects and expenditure of an additional £0.905m over the next 3 years.

The details of how this is to be spent are contained in Business case in Appendix A. This planned expenditure includes funds totalling £0.305m that will be allocated as a cash limit to fund specific initiatives over 2 years such as the Land Habitat and Herbicide Reduction. The remaining allocation, £0.6m will be spent over 3 years on a combination of internal employed staff and external consultants with a modest contingency for allied costs.

This along with the previously approved £0.095m will bring the total to be funded from the dedicated Ecological Emergency Reserve from the proposals in this report to £1m.

**Finance Business Partner:** Kayode Olagundoye, 11 May 2022

**2. Legal Advice:**

Legal advice has been sought in relation to any procurement and related considerations arising from the proposed expansion of the Programme. Any contracts must be awarded in accordance with the Public Contracts Regulations 2015 and the Council's internal procurement rules where required.

**Legal Team Leader:** Husinara Jones, 11 May 2022

**3. Implications on IT:**

No implications for IT.

**Digital Transformation Head of Service Improvement and Performance:** Gavin Arbuckle, 17 May 2022

**4. HR Advice:**

The report sets out the additional staffing resource required to deliver the actions and outcomes of the expanded programme at Appendix A, 20.2. Recruitment to the new Strategic Ecologist role should follow BCC processes. There are no other HR implications evident.

**HR Partner:** Celia Williams, 12 May 2022

<b>EDM Sign-off</b>	Stephen Peacock, Executive Director Growth and Regeneration	<b>05/04/22</b>
<b>Cabinet Member sign-off</b>	Cllr Dudd, Cabinet Member for Climate, Ecology, Energy and Waste	<b>11/05/22</b>
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	<b>09/05/22</b>

<b>Appendix A – Further essential background / detail on the proposal</b> Full Business Case - Appendix A	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>

<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment – see business case</b>	<b>NO</b>
<b>Appendix E – Equalities impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact impact assessment of proposal</b>	<b>YES</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>
<b>Appendix L – Procurement</b>	<b>NO</b>

## A. PROJECT SUMMARY INFORMATION

<b>Project Name:</b>	<b>Expansion of the Climate and Ecological Emergency Change Programme</b>		
<b>Project ID (if known):</b>	<b>20ST112</b>		
<b>Cabinet Member:</b>	Councillor Kye Dudd	<b>Lead Officer (Sponsor):</b>	Zoë Willcox
<b>Directorate(s):</b>	G&R lead with the involvement of all directorates	<b>Associated service areas:</b>	Sustainable City and Climate Change Service lead
<b>Report lead author(s):</b>	<b>Full Business Case:</b> Alex Minshull, Sustainable City and Climate Change Manager		
<b>Report recipients:</b>	Cabinet		

## B. ORGANISATIONAL CONTEXT

<b>Alignment to corporate theme(s):</b>	<ol style="list-style-type: none"> <li>The <a href="#">One City Environment Board</a> adopted the <a href="#">One City Climate Strategy</a> on 26 February 2020 and the <a href="#">One City Ecological Strategy</a> on 22 September 2020</li> <li>The Bristol City Council Corporate Strategy 2022-27 sets out three priorities directly related to the goals of the One City Climate and Ecological Emergency Strategies. Namely, ENV1 Carbon Neutrality, ENV2 Ecological Recovery and ENV4 Climate Resilience.</li> <li>In November 2020 Cabinet approved the Climate and Ecological Emergency Programme as the “initial response” to the strategies. This proposal extends the scope and duration of the programme with additional projects to address the ecological emergency – ENV2.</li> </ol>
<b>Project category:</b>	<input type="checkbox"/> Saving delivery <input type="checkbox"/> Compliance / Statutory <input checked="" type="checkbox"/> Risk reduction <input checked="" type="checkbox"/> Cost avoidance <input checked="" type="checkbox"/> Improved outcomes <input checked="" type="checkbox"/> Enabling <Other>
<b>Council Budget saving delivery:</b>	<b>If the proposal relates to a saving already approved within the approved Council’s Budget please complete this section, otherwise mark N/A.</b> N/A



## C. DOCUMENT CONTROL

<b>Sections complete:</b>	<input type="checkbox"/> Mandate <input type="checkbox"/> Outline Business Case <input checked="" type="checkbox"/> Full Business Case			
<b>Document status:</b>	<input type="checkbox"/> Draft <input checked="" type="checkbox"/> Final			
<b>Document owner:</b>	Alex Minshull			
<b>Version control</b>	<b>Version</b>	<b>Author(s)</b>	<b>Description</b>	<b>Date</b>
	0.1	Alex Minshull, Sustainable City and Climate Change Service Manager	First draft	28/03/22
	0.2	Alex Minshull, Sustainable City and Climate Change Service Manager	Amendments to detail so of the projects.	06/05/22
	1.0	Alex Minshull, Sustainable City and Climate Change Service Manager	Revision of scope to include only ecological projects.  Addition of references to Climate Neutral and Smart Cities Mission	11/05/22

# FULL BUSINESS CASE

This is an addition to the programme Full Business Case approved in November 2020.

## Project context summary:

This proposal seeks to extend the council's response to the Climate and Ecological Emergencies. Enabling delivery the Mayor's and Council's commitments under the [One City Climate Strategy](#) and the [One City Ecological Emergency Strategy](#).

This proposal extends the scope and duration of the programme to align with the Corporate Strategy 22-27, recognising that climate and ecological action will be required after the end date of the original programme (March 2024).

The projects set out in the original business case for this programme are progressing well and will continue.

Within the BCC Ecological Emergency Action Plan several actions have been determined to be priorities but where funding was not previously identified and so the programme includes projects focused on:

- Planning and demonstrating operational changes in parks and green spaces to benefit nature
- Planning and trialling approaches to reduce the council's use of herbicides
- Developing strategies and plans for green and blue infrastructure, informed by a robust evidence base to help us attract external investment
- Supporting action by partners to inform and inspire Bristol citizens about nature and leverage external funding.

The cabinet decision also seeks delegation to the Executive Director Growth and Regeneration and the Director of Finance to approve the expenditure to further extend the Programme, though new projects or extensions to existing projects. This is dependent on additional funding being available and each change being within the spending levels of the Scheme of Delegation.

The cabinet decision also notes that Bristol has been accepted into the European Union 100 Climate Neutral and Smart Cities Mission and seeks Cabinet approval for the City Council joining this initiative and integrating this into the Climate and Ecological Emergency Programme and its wider work to assist with achievement of the One City Climate Strategy.

## Recommended option:

The existing Programme set out in the original business case was developed through the Outline Business Case where it was described as: *Option 4. BCC Leading by Example plus a One City Approach - Enabling action by Partners and Citizens*. This extension continues that approach.

## Recommended option delivery timescale:

The original programme ran until March 2024. This extension expands the programme activities with new projects focused on ecological emergency and allows for further expansion of the programme by the Executive Director Growth and Regeneration and Director of Finance should further resources become available.

## Anticipated cost/benefit profile for preferred option delivery:

£ thousands	22/23	23/24	24/25	Total
Existing Costs approved by Cabinet	95			
New Costs – Ecological	415	385	105	1000
Opportunity Costs – Known				
On-going dis-benefit				
Total	510	385	105	1000

Confidence level	Supporting commentary
90%	The programme is very flexible and if overspends are necessary in some projects to achieve the desired quality then revisions can be made to other project budgets to bring the total spend in line with the budget.

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

£1,000k – Ecological Emergency Reserve, including £95k of ecological reserve approved by Cabinet in Feb 2022 for tree planting and tree strategy development.

**Other anticipated key measurable (non-financial) benefits:**

There are a range of non-financial benefits – see table in section 18.5, below.

**Learning from previous work**

- The Programme has been built on the Sustainable City and Climate Change Service’s and other services experience of delivery in this field and developed with colleagues in other services to achieve succesful integration into the Council and wider city.
- The Programme Manager has reviewed lessons learned and benefits realisation with Change Services colleagues.
- The first year of delivery of the programme has informed the development of the additional components.

**Any decisions/endorsements already secured:**

The original programme was approved in Nov. 2020 and in Feb. 2022 Cabinet approved proposals for a Tree Strategy and Tree Planting Plan using £95k of the Ecological Emergency Reserve. Its delivery will be managed as part of this programme.

**Suggested project tolerances:**

The suggested revisions to programme tolerances are set out in section 20.1, below.

**Decisions requested for Full Business Case sign-off:  
Cabinet are requested to approve the Full Business Case at their meeting on 7<sup>th</sup> June 2022**

Existing costs approved (Cabinet Feb 22)	£95k
New costs to deliver project:	£905k
Known Opportunity costs to deliver project:	0
Funding required:	£905k
Funding source(s):	New Costs from Ecological Emergency Reserve
Est. timescale for project delivery:	5 years

## 17. Project overview -

### 1. Our approach

Bristol City Council is a leading voice in the UK's local authority-level response to the climate and ecological emergencies.

#### **Building on the One City approach**

To address challenges like global emergencies of climate and ecological systems, we know that we need to come together as One City. The Mayor has created the One City approach to tackle these and other strategic challenges for the city. The One City Approach brings together a huge range of public, private, voluntary and third sector partners within Bristol. They share an aim to make Bristol a fair, healthy and sustainable city. See <https://www.bristolonecity.com/> This approach has been extended to the climate and ecological emergencies which are now addressed in the One City Climate Strategy and One City Ecological Emergency strategy, respectively.

#### **A strategic approach**

In response to any major incident, one needs a clear strategy, supported by many organisations. To address the twin emergencies of climate and ecology the Mayor has worked with One City Partners to create two key strategies:

1. One City Climate [Strategy](#)
2. One City Ecological Emergency [Strategy](#)

These two strategies have been built on a substantial research and evidence base and with a wide range of partners involved. The creation of these strategies has been made possible by the city Council's contribution of funding and many partners' contributions and expertise.

#### **An integrated approach**

The City Council is undertaking a wide range of activities to address the climate and ecological emergencies, integrated into the council's actions in the fields of transport, energy, housing, waste, etc. These are set out in its Ecological Emergency and Climate Emergency Action Plans.

### 2. The Climate and Ecological Emergency Programme

This Programme of work is comprised of projects and ongoing work to make a rapid, impactful and affordable response to the Climate and Ecological Emergencies.

The extension of the Programme is comprised of individual projects (see below, Financial and Non-financial Benefits table for further description of the projects). Some projects are already clearly defined whilst others are outlined in the programme and details would be developed following consultation with stakeholders.

## 18. Preferred Option Detailed Case – AM

### 18.1 Project scope

#### 1. Scope

<b>In Scope</b>	
<p>The proposal has three Parts:</p> <ol style="list-style-type: none"> <li>1. Within the BCC Ecological Emergency Action Plan several actions have been determined to be priorities where funding was not previously identified and so the programme includes projects focused on:               <ul style="list-style-type: none"> <li>○ Planning and demonstrating operational changes in parks and green spaces to benefit nature</li> <li>○ Planning and trialling approaches to reduce the council’s use of herbicides</li> <li>○ Developing strategies and plans for green and blue infrastructure, informed by a robust evidence base to help us attract external investment</li> <li>○ Supporting action by partners to inform and inspire Bristol citizens about nature and leverage external funding.</li> </ul> </li> <li>2. Delegation to the Executive Director Growth and Regeneration and the Director of Finance to approve the expenditure to further extend the Programme, though new projects or extensions to existing projects, within the term of the Corporate Strategy. This is dependent on additional funding being available and each change being within the spending levels of the Scheme of Delegation</li> <li>3. Bristol has been accepted into the European Union 100 Climate Neutral and Smart Cities Mission and as further details of the opportunity emerge we will integrate this into the Climate and Ecological Emergency Programme and the council’s wider work to assist with achievement of the One City Climate Strategy.</li> </ol>	
<b>Out of scope</b>	<b>Any risks/consequences associated with “Out of scope” items</b>
<p>The City Council is delivering a wide range of other activities to address climate change and ecological emergencies, including work in Transport, Energy and Parks Service and are not be formally part of this Programme governance and funding arrangements.</p>	<p>The original programme has provided for some co-ordination resource which is used to manage the Delivery Programme. See objective 1 in 18.2.</p>

## 18.2 Programme objectives

The programmes original key objectives remain:

1. Effective co-ordination of Bristol City Council delivery and partnership working with appropriate **good governance**
2. Bristol City Council **leads by example** effectively meeting commitments for its own operations and by aligning its plans, services, projects and investments to the strategies
3. BCC **influences and enables inclusive, substantial, citywide** collaboration and action by many partners and a **diverse** range of citizens.

	Specific	Measureable	Timebound
1	<b>Good governance.</b> There is effective co-ordination, BCC delivery and partnership working in line with the One City approach...	.. with an effective programme management approach to be established for the council's delivery of the Climate and Ecological Emergency Action Plans...	...in place by September 2022 with regular reporting linked to the corporate performance management system.
2	<b>BCC leads by example</b> effectively meeting commitments for its own operations, for example	....reducing its use of pesticides, improving its management of land for wildlife and having effective strategies in place...	... with a green and blue infrastructure strategy and other plans by March 2024.
3	<b>BCC influences and enables inclusive, substantial, citywide action</b> by many partners and a diverse range of citizens...	... with monitoring mechanisms and evaluation of communications and engagement activities ...	... with annual reporting of progress.

## 18.3 Quality expectations

An annual report on the progress of the programme will be reported G&R Board as part of the governance of the G&R Portfolio. This will draw upon the benefits set out in the Section 18.5. (The Programme is currently referenced in the G&R Portfolio as GR\_003)

## 18.4 Summary Costs and Benefits

£ thousands	22/23	23/24	24/25	Total
Existing costs	95			
New Costs	415	385	105	1000
Opportunity Costs - Known				
On-going dis-benefit				
Total	510	385	105	1000

Note Some £95k of ecological reserve approved by Cabinet in Feb for tree planting and strategy and will be included in the programme management and hence this business case.

## 18.5 Benefits

### Financial benefits:

Description	Metric	Owner	Assumption(s)
Investment in infrastructure and projects	£. Target is 20x the BCC spend on that element	Sustainable City and Climate Change Manager and relevant Project Owners – See table, below	That developing the plans and business cases enables investment. The factor of 20 is the same as used for the European Local Energy Assistance Programme (ELENA)
Co-financing of relevant projects within the programme.	£. Target is 1x the BCC spend on that element		That partners contributions would have been unlikely to have been achieved without the BCC input
Overall leverage	£. Target is 3x BCC Spend on the Programme		

The original programme has secured £1.1m in co-financing of projects up to March '22, achieving a co-financing rate of approximately £1.5 for every £1 spend by BCC and is on track to achieve its capital leverage rate and hence the overall leverage factor.

**Financial and Non-financial Benefits:**

Theme	Enabling changes	Business changes	Benefits	Metric	Owner	Assumptions
Leading by example	<b>1.5 BCC Land Habitat Improvement Project</b>	Review current management, identify opportunities for managing more green space for nature, and model resources needed to deliver. Land included in scope is all Council land that sits with or is managed by the Parks Service, including Parks and green spaces; Small Holdings and Allotments; Grazing Land; Cemeteries and Crematoria land; Highway land; and Council Housing land.	More land being managed for nature	Increase in % of land being managed for nature	Head of Service Natural & Marine Environment & Heads of Service responsible for land	That there is land within the BCC estate that can be better managed for wildlife without unacceptable impact on other uses.
			More people having opportunities for contact with nature	Increase in % of residents within 300m of a green space managed for nature	Head of Service Natural & Marine Environment	That creating opportunities will lead to more engagement by people with wildlife
			More wildlife using BCC green spaces	Increase in abundance of wildlife as measured through the Bristol Wildlife Index.	Head of Service Natural & Marine Environment	That changes in land management implemented lead to increase in abundance/diversity of wildlife.
Leading by example	<b>1.6 BCC Herbicide Reduction Project</b>	Development of a BCC 3-year Herbicide Reduction Plan, and implementation of year 1 including pilots of alternative weed control to herbicide.	A reduction in Council use of herbicides (mainly glyphosate).	Volume of herbicide used	Head of Service Natural & Marine Environment & Head of Waste (for Highways)	That viable alternatives to the use of herbicides can be found without unacceptable impact on other uses.
Strategic delivery in Bristol	<b>2.5 Biodiversity Net Gain (BNG) Framework and action plan</b>	Planning policy and processes for BNG, eg Practice Note and guidance	Clear set of policies and guidance to achieve better biodiversity outcomes from development	Adoption of local plan and guidance.	City Design Manager	That a well developed approach to BNG increases biodiversity and ensures legal

Page 334



Theme	Enabling changes	Business changes	Benefits	Metric	Owner	Assumptions
		BCC policy and process for investment in BNG on council land	Clear set of policies and guidance to achieve better biodiversity outcomes from development	Policies and processes approved by BCC Management	City Design Manager	compliance
		Mechanisms for achieving BNG for Council Projects	BCC projects contribute positively to biodiversity	BNG credits generated by BCC projects	City Design Manager	
		Training for BCC staff on BNG	BCC staff area able to effectively implement the new regulations and policies/ procedures	To be developed	City Design Manager	
Strategic delivery in Bristol	<b>2.6 Ecological Network and Wildlife Index</b>	Map the city's Ecological Network, build database and create a Wildlife Index	Improved knowledge and ability to plan interventions	Creation of the map, database and index	Sustainable City and Climate Change Manager	That the improved knowledge and information will lead to better achievement of the outcomes.
Strategic delivery in Bristol	<b>2.7 Green and Blue Infrastructure Strategy</b>	Development of the Green and Blue Infrastructure Strategy	A clear strategic plan for investment and decision making	Strategy is adopted	City Design Manager	That the creation of the strategy and plan will lead to increased and effective investment in Green Infrastructure.
Strategic delivery in Bristol	<b>2.8 Bristol Tree Strategy, Tree Planting Plan (Note this was agreed by Cabinet Feb.22)</b>	Development of the Bristol Tree Strategy and Tree Planting Plan	BCC has agreed Policy and Actions for trees and woodland management, protection and planting.	Strategy and plan adopted	Head of Service Natural & Marine Environment	That the creation of the strategy and plan will lead to an increase in tree cover and improvements in management.

Theme	Enabling changes	Business changes	Benefits	Metric	Owner	Assumptions
		Additional tree planting in 2022/23 with community engagement	An increase in the number of trees planted	Number of trees planted	Head of Service Natural & Marine Environment	
<b>Supporting partner action</b>	<b>3.5 Supporting Partner action on the One City Ecological Strategy including public engagement.</b>	Supporting partner contributions to OCEES delivery including public education and engagement	Increased partner engagement and action	Financial value of action by partners	Sustainable City and Climate Change Manager	That BCC support for partner action will lead to a multiplier effect with match/co-financing or contributions in kind.
Page 336			Public engagement/education	TBC dependant on details of projects supported	Sustainable City and Climate Change Manager	Greater public engagement and education will support the achievement of the OCEES goals
<b>100 Climate Neutral and Smart Cities Mission</b>	<b>Participation in this mission</b>	Develop a Climate Contract with the European Commission	Clear articulation of the activities to be undertaken as part of the mission	Agreement of Contract by BCC and Commission	Sustainable City and Climate Change Manager	That the UK associates to the Horizon Europe Programme enabling Bristol's participation in the mission
		Develop a Climate Investment Plan	Clear articulation of the investment needs and priorities of the City and Council	Agreement of the Investment plan by BCC and the Commission	Sustainable City and Climate Change Manager	

## 18.6 Costs & Funding Sources

Funding source	Budget Holder	Cost-Code	Financial Year (or recurring)	Amount £k
BCC Ecological Reserve	Alex Minshull	15558	One Off	1,000

Note: Some £95k of ecological reserve approved by Cabinet in Feb for tree planting and strategy

<b>Total funding required</b> (ref S15.3)	<b>£1,000k</b>
<b>Total funding secured</b>	<b>£95k</b>
<b>Variance</b>	<b>£</b>
<b>Variance commentary: N/A</b>	

## 18.7 Key Risks and Issues

The Programme RAID log has been in use since the previous Full Business Case was created. It has been updated by the Programme Manager for this revision and is included in the appendices.

### 18.7.1 Risk Impact Analysis

The Programme carries associated with the novel elements of the programme where we are doing things which have not been done before. These are limited elements of the programme and the risks associated with them would be discussed with the Programme Board.

Further comments on risk tolerance is included below in section 20.1. In summary, critical risks would be escalated to the Programme Board who may choose to further escalate to the Corporate Leadership level. Significant risks would be escalated to the Corporate Leadership level. More information is included in the RAID, see above.

## 18.8 Contingency Planning

No specific contingency budget has been included at the Programme Level. Each project will be expected to manage its budget effectively and make appropriate contingency. The programme is very flexible and if overspends are necessary in some projects to achieve the desired quality then revisions can be made to other project budgets to bring the total spend in line with the budget.

## 19. Delivery Approach

### 19.1 Implementation Approach

The programme is governed by a programme board and each project completes monthly highlight reports. Project managers have been identified for most of the projects which will be live in 2022/23. Projects starting in later years will be resourced accordingly.

In this revision it is proposed that programme implementation be extended under the delegated authority of the Executive Director of Growth and Regeneration and the Director of Finance should additional funding become available for climate or ecological emergency work. In this scenario, implementation could be extended to encompass new projects with additional expenditure and also to extend the length of existing projects.

## 19.2 Benefits Realisation Approach

The programme is following the council's approach to benefit realisation. The additional projects will be added to the existing benefits map which is being updated after the first year of programme delivery.

## 19.3 Procurement Approach

The programme will procure professional services and a small amount of goods and supplies. It will also make grants to not-for-profit organisations. Each project will seek appropriate support from the Services and Resources Category Manager for any required tender exercises. We may also be able to utilise the Strategic Partner once awarded where necessary to give support and expertise in this area. Any procurement exercise will adhere to Bristol City Council's internal Procurement Rules and PCR 2015 regulations.

## 19.4 Communications and Engagement Approach

Communication will be key for several of the projects and they will develop appropriate communication plans as part of those projects. All communications are co-ordinated through the council's communications team and proposals provides for additional communications officer time beyond the provision made in the original programme.

## 19.5 Timeline and Key Milestones

Key Milestones	Target Date
Full Business Case sign off	07/06/2022
Key milestones have been identified for each project and there will be an annual progress report	03/03/2023

## 19.6 Programme Governance

A Programme Board is in place with the following membership:

<b>Programme Sponsor, Senior Responsible Owner</b>	Zoë Willcox (Chair)	Service Director, Development of Place
User lead and Supplier	Jonathan James Steve Ransom Niotia Ferguson Patricia Barry Kathy Derrick Jon Severs	Head of Service for Natural and Marine Environment Head of Energy Services Business Partner, Procurement and Commercial Solutions Property Service Manager Sustainable City Team Manager City Design Manager
<b>Senior Supplier/ Programme Director</b>	Alex Minshull (Deputy Chair)	Sustainable City and Climate Change Service Manager
<b>Programme Manager, Supplier and Service representative</b>	Alex Ivory	Climate Change Team Manager
Quality assurance	Sam Marsh	Senior Project Manager, Change Services

The Programme has a wide range of projects with different user groups. The principle governance will therefore be at a project level, with programme level governance between the Programme Manager, Senior Supplier/Programme Director and Programme Executive Director. The programme level Users will be represented by the G&R Board as a whole with programme level issues escalated to that Board, and similarly any concerns of the Board Members can be raised with the Programme Executive Director at

that Board. This reflects the diverse nature of the programme and the extent to which it is integrating into Services.

**Project Board meeting regularly?**

Quarterly.

**Project Board ToR's agreed and relevant?**

Yes. The additions to the programme do not require changes to the Board.

**20.1 Revised - Project Tolerances & Controls**

Tolerances are indicated here as initial suggestions but would be agreed finally by the Programme Board at inception, should the approval be given to proceed.

<b>Tolerance areas</b>	<b>Project level tolerance</b>	<b>Escalation route</b>	<b>Control &amp; tracking document(s)</b>
<b>Time</b> +/- amounts of time on target completion	6 months	Programme Board	Programme Plan/Sub-project Plans Highlight Report
<b>Cost</b> +/- amounts of planned budget	No specific contingency budget has been included at the Programme level. Each project will be expected to manage its budget effectively and allocate appropriate contingency (10% as a guide). The proposed programme is very flexible and if overspends are necessary in some projects to achieve the desired quality then revisions can be made to other project budgets to bring the total spend in-line with the overall budget	Programme Board	Project Plan Highlight Report Workpackage Document
<b>Quality</b> Defining quality targets in terms of ranges	Overall: Quality criteria – that is to say the degree to which each project achieves the envisaged outcomes - would be agreed for each of the programme projects at inception. These will be based on the financial and non-financial benefits table. Financial benefit tolerance will be 25% and others are largely qualitative	Programme Board	Requirements Document Highlight Report Product Description
<b>Scope</b> Permitted variation of the scope of a project solution	Scope: £99k tolerance as measured by budget The Programme Manager and Senior Supplier can agree changes in scope by £99k according to the Council's Financial Scheme of Delegation but would escalate any larger changes. In this revision it is proposed that should further Reserve funding become available to the Programme the Executive Director Growth and Regeneration and the Director of Finance can amend the scope of the programme in line with the Corporate Strategy.	Programme Board in Consultation with the Executive Member	Project Plan Business Case Highlight Report Workpackage Document
<b>Benefits</b> +/- amounts of planned benefit delivery	The new projects will be added to the benefits map at inception. Increases or deficits in planned benefit delivery would be discussed with the Programme Director and escalated to the Programme Board if these could not be resolved by the Programme Manager and the relevant project manager.	Programme Board	Business Case Highlight Report
<b>Risk</b>	As per the risk guidance, Critical risks would be	Programme	RAID Log

	escalated to the Programme Board who would decide on the appropriate escalation route	Board /Corporate Leadership Board	Contingency Plan Highlight Report Workpackage Document
--	---	-----------------------------------	--

## 20.2 Project Team Resource Requirements

Role	What they will do	FTE	Years	£k Cost per FTE Year	Total Cost	Opportunity / New Cost	Funding source(s)
Technical Project Manager	Pesticide and Land Management Project	1	1.5	50	75	New cost	Ecological Reserve
Technical Project Manager	Biodiversity Net Gain Project	1	2	50	100	New cost	Ecological Reserve

<b>Total opportunity costs</b>	
<b>Total new costs</b>	<b>£175k</b>
<b>Total resource costs</b>	<b>£175k</b>
<b>Total funding being sought</b>	<b>£905k</b>

## 21. Equalities Impact Assessment (EqIA) Summary of Impact and Key Mitigation -

An equalities impact assessment has been undertaken for the additional projects. The equalities assessment has identified those projects which pose risks of harm, ensured we consider the seemingly neutral projects more critically and have identified the areas of positive potential to be maximised.

Key mitigation measures will be:

- All project managers and staff directly working on the programme will receive appropriate equalities training.
- Equality considerations have been more overtly incorporated into the objectives and reporting on progress on these will form part of the programme governance highlight reporting.
- Targeted investment to enable community groups, with a particular focus on equalities communities and groups.

## 22. Eco-Impact Assessment Summary of Impact and Key Mitigation

A revised eco-impact assessment has been included in the appendices. In this revision the new ecological emergency delivery elements added are assessed as having a positive net effect.

## 23. Privacy-Impact Assessment Summary of Impact and Key Mitigation

Initial screening at Mandate stage did not raise any significant issues. There have been no substantive changes since this screening. The Programme Manager worked with James Gay to revise the initial screening which has been included in lieu of a full PIA as one was not deemed to be required for this proposal.

## 24. Full Business Case - sign off

<b>Name</b>	<b>Job Title</b>	<b>Date circulated</b>
Alex Minshull	Sustainable City and Climate Change Manager (Senior Supplier/Programme Director)	11/05/2022
Zoë Willcox	Service Director, Development of Place (Programme Sponsor/SRO)	11/05/2022

<b>Decision making authority</b>	Cabinet
<b>Date seeking endorsement</b>	07/06/2022

# Equality Impact Assessment [version 2.9]



Title: Extension of the Climate and Ecological Emergency Programme	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input checked="" type="checkbox"/> Other [please state] <i>Programme</i>	<input type="checkbox"/> New <input type="checkbox"/> Already exists / review <input checked="" type="checkbox"/> Changing
Directorate: G&R	Lead Officer name: Alex Minshull
Service Area: Sustainable City and Climate Change	Lead Officer role: Sustainable City and Climate Change 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.

This proposal adds additional ecological projects to the programme focused on the agreed priorities in the BCC Ecological Emergency Action Plan, focused on:

- Planning and demonstrating operational changes in parks and green spaces to benefit nature
- Planning and trialling approaches to reduce the council’s use of herbicides
- Developing strategies and plans for green and blue infrastructure, informed by a robust evidence base to help us attract external investment
- Supporting action by partners to inform and inspire Bristol citizens about nature and leverage external funding.

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

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

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

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

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



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

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

## Step 2: What information do we have?

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

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

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

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

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

Data / Evidence Source [Include a reference where known]	Summary of what this tells us			
<a href="#">Quality of Life in Bristol Survey 2021</a>	There are disparities for people in Bristol in the extent to which they use and value green spaces in Bristol, and the extent to which they are concerned about climate change, based on their protected and other relevant characteristics:			
	<b>Quality of Life Indicator</b>	<b>% satisfied with the quality of parks and green spaces</b>	<b>% who visit Bristol's parks and green spaces at least once a week</b>	<b>% concerned about climate change</b>
	Bristol Average	74.9	59	86.7
	10% most deprived	52.5	42.2	74.4
	16 to 24 years	76.2	49.9	89.5
	50 years and older	72.9	49	82.9
	65 years and older	74.2	43.3	83.2

Female	74.5	58.7	89.9
Male	75.2	59.4	83.5
Disabled	63.6	33	81
White Minority Ethnic	72.5	60.5	85.9
White British	75.6	59.6	88
Asian/Asian British	74.8	44.7	79.1
Black/Black British	71.8	33.5	67
White	75.1	59.7	87.7
No religion or faith	76.3	62.8	89.5
Single parent	65.9	59.8	87.2
Two parent	70.4	74.2	86.8
No qualifications	64.5	25.4	68.4
Owner Occupier	76.4	62.2	88.2
Black, Asian and minority ethnicity	75.3	51.2	80.6
Lesbian, Gay or Bisexual	76.2	58.5	87.6
Christian	73.2	52.1	82.6
Other religion	76	54	84.4
Mixed/Multiple ethnic groups	79.8	73.6	92.4
Rented from housing association	65.2	41.4	78.2
Rented from the council	56.9	29.8	68.3
Rented from private landlord	78	59.1	88.1
Non degree qualifications	66.4	49.4	79.5
Degree qualifications	79.4	67	91.8
Part-time carer	71.2	58.6	83.1
Full-time carer	61	46	77
Carer (All)	68.8	55.6	81.7
Parents (All)	69.9	72.3	86.8

**Additional comments:**

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

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

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

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

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

As each project is developed we will need to review the evidence and collect appropriate information. We have citywide and locality diversity data from Quality of Life survey etc. which tells us about disparities for particular groups in relation to the overall programme, as well as diversity monitoring for relevant consultation exercises.

## 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.

There has been extensive internal and external engagement and consultation relating to Bristol City Council's declaration of a climate emergency, and proposed action plan. For more background on this please see:

[Climate Emergency - The Mayors Response.pdf \(bristol.gov.uk\)](#)

[Environment Board Resources - Bristol One City](#)

## 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.

Stakeholder engagement will form part of the new projects in the proposed programme, for example changes in the use of herbicides will require further engagement with disabled people-led and older people-led groups representing those who may be more likely to have reduced mobility or vulnerability to falls etc. Changes in land management will be consulted on with affected communities, which will be more site specific.

## 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)

Whilst we have not identified any significant potential impacts from the additional projects at this stage, the programme will generate plans which will change how the council operates and the services it provides, particularly in open spaces and highways. This could affect a very wide range of people, but we would need to

examine the scope of each plan as it develops to be clearer. We are aware of existing disparities for people in Bristol on the basis of their characteristics which are relevant to this programme. Each project will need to consider what data we have and what we need to effectively deliver.

Generating plans which will change how the manages its land for wildlife could affect a wide range of people, but we would need to examine the scope of each plan as it develops to be clearer. Each project will need to consider what data we have and what we need to effectively deliver. Each project needs to consider particular equalities issues in its design and planning with a distinct equality impact assessment process.

We know that the council workforce is not fully representative of the diversity of the city, and this is particularly the case in climate and ecological sectors where Black, Asian and minority ethnic representation is recognised as being low. In recruiting staff for the new posts to deliver the programme we will need to actively promote opportunities to a diverse talent pool.

**PROTECTED CHARACTERISTICS**

<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Changes to the use of herbicides may result in increased weed growth which may impact on people with reduced mobility.
Mitigations:	We will ensure that the risk of reduced accessibility of considered in any trials and changes in practice and consult appropriate stakeholders.
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	We will ensure that the risk of reduced accessibility of considered in any trials and changes in practice and consult appropriate stakeholders.
Mitigations:	Ensure that this is considered in any trials and changes in practice and consult appropriate stakeholders.
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	

**OTHER RELEVANT CHARACTERISTICS**

<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	People living in the 10% most deprived areas of the city are less likely to use and value green spaces in Bristol or <b>Page 346</b> about climate change.

Mitigations:	
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	
Mitigations:	

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

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

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

Extension of the Climate and Ecological Emergency Programme will aim to advance equality of opportunity for those groups who experience disproportionately negative health and economic outcomes because of climate change.

## 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:**

Potential impact of changes in herbicide use and potential impacts of changes in council management of the natural environment. In addition, communications activities will need to ensure that they are accessible and appropriate for all of Bristol's communities.

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

Climate emergency actions aim to advance equality for groups most negatively impacted.

### 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
Ensure equalities impact assessments undertaken for each of the new projects as they are planned.	Project Managers	

### 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.

Specific metrics will be created for each project, relevant to the nature of the work.

## Step 5: Review

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

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off:</b> Zoe Willcox Director, Development of Place
Date: 17/5/2022	Date: 23/05/2022

---

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

## Eco Impact Checklist

<b>Title of report: Expansion of the Climate and Ecological Emergency Programme</b>				
<b>Report author: Alex Minshull</b>				
<b>Anticipated date of key decision: 07/06/22</b>				
<b>Summary of proposals:</b> This proposal seeks to extend the council's response to the Climate and Ecological Emergencies. Enabling delivery the Mayor's and Council's commitments under the One City Climate Strategy and the One City Ecological Emergency Strategy which are articulated in the BCC Ecological Emergency Action Plan 2021 and the BCC Climate Emergency Action Plan 2022.				
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 Climate Neutral and Smart City Mission is expected to accelerate carbon reduction in the city but unquantifiable.	
Bristol's resilience to the effects of climate change?		+	Neutral	
Consumption of non-renewable resources?	N		Neutral	
Production, recycling or disposal of waste	N		Neutral	
The appearance of the city?	Y	+/-	Changes in herbicide use, tree planting, biodiversity improvements will change the appearance of the city. Whether they are perceived as positive or negative may depend on how well they are implemented.	Ensure that wider impacts are considered in the development of projects to implement and liaison with appropriate experts and stakeholders.
Pollution to land, water, or air?	Y	+	Reduction in herbicide use will reduce pollution.	
Wildlife and habitats?	Y	+/-	The aim of the strategies is to improve habitats. Some infrastructure projects may have adverse wildlife impacts, while others may be beneficial.	Any implementation projects arising will be subject to planning and other approvals to address wildlife risks.

**Consulted with**

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

The additional projects will deliver direct and indirect ecological improvements and reduction in greenhouse gas emissions.

Some projects have the potential for adverse unintended consequences and these will be considered in the development of projects in the programme.

The net effects of the proposals are positive.

**Checklist completed by:**

Name:	Alex Minshull
Dept.:	Sustainable City and Climate Change
Extension:	
Date:	01/05/22
Verified by Environmental Performance Team	01/05/22



# Decision Pathway – Report

---

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 07 June 2022

<b>TITLE</b>	<b>Extensions for Preventing Homelessness Accommodation Pathways – adults (22+)</b>		
<b>Ward(s)</b>	Citywide		
<b>Author:</b> Jeremy White	<b>Job title:</b> Commissioning Manager		
<b>Cabinet lead:</b> Cllr Tom Renhard; Cabinet Member for Housing Delivery & Homes	<b>Executive Director lead:</b> Stephen Peacock, Executive Director: Growth & Regeneration		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b> To note the previous approvals granted on 16 <sup>th</sup> May 2017 and the contract details as outlined in this report and Appendix A, and to authorise the Executive Director: Growth and Regeneration to extend and vary the contracts as set out in the recommendations.			
<b>Evidence Base:</b>			
<p>On 16<sup>th</sup> May 2017 Cabinet approved the report ‘Preventing Homelessness Accommodation Pathways – adults (22+)’ which agreed to commission the following services to help homeless households recover from homelessness and substance misuse, as described in the commissioning plan:</p> <p><b>(1)</b></p> <ul style="list-style-type: none"> <li>i. Three homelessness ‘accommodation pathways’ for single people and couples. To negotiate with current providers to create the pathways, with the new services in place by October 17.</li> <li>ii. One substance misuse accommodation pathway (funded through the substance misuse budget). To negotiate with current providers to create the pathway, with the new service in place by October 17.</li> <li>iii. A resettlement service. To extend the current floating support service until July 2018, and then to tender for a new resettlement service.</li> <li>iv. A peer support service. To jointly tender a peer support service with the substance misuse team, as part of a wider substance misuse service.</li> <li>v. To enter into flexible five-year contracts with the option to extend for up to a further two periods of one year each. There will be an annual review of the contracts.</li> </ul> <p><b>(2)</b> We plan to review provision and develop a new commissioning plan for adult (22+) housing and support services in late 2022-2023 so that services can be procured and in place on 28<sup>th</sup> October 2024. This means that we have planned to use the full available extensions for these contracts which would then end on 27<sup>th</sup> October 2024. Extensions are likely to include variations to adjust to any agreed service improvements required in consultation with the providers.</p> <p><b>(3)</b> Whilst the 2017 Cabinet decision is sufficiently wide and enables the delegated decision to be made if the cost of the extensions remain within the annual amount set out in the report, this decision is being brought back to Cabinet due to the length of time that has passed since this 2017 decision and the absence of any financial/contractual time limit set out in the decision or the report.</p>			

- (4) The [Preventing Homelessness Accommodation Pathways Commissioning Plan](#) was published in May 2017, aiming to help people recover from homelessness, and ensure that homelessness is not repeated, by providing sustainable accommodation with support to families and adults (22+). The plan included proposals to help households to access and/or provide households with the right type of accommodation (based on their needs) once they have become homeless, with the aim of reducing the number of people rough sleeping and reduce the need for spot purchased emergency accommodation. It also included proposals to help people gain the skills to prevent them becoming homeless again, with the aims of improving numbers moving on to independent living or positively within the pathway, building resilience and helping people access training/employment, and reducing repeat incidences of homelessness, including amongst people with complex needs and people for whom the existing pathways have not worked. This was developed following a 12-week consultation and a full Equality Impact Assessment.
- (5) This report seeks authority to vary and extend the following contracts: Preventing Homelessness Accommodation Pathway 1 – Men Only Services (The Salvation Army); Preventing Homelessness Accommodation Pathway 2 – Mix Accommodation (Second Step); Preventing Homelessness Accommodation Pathway 3 – Women Only Services (St Mungo’s); Preventing Homelessness Accommodation Pathway 4 – Substance Misuse (Addiction Recovery Agency); Preventing Homelessness Accommodation Pathway – Resettlement Service (LiveWest). Details about each of the contracts, including durations, extensions available and contact values are set out in tables at Appendix A. Each contract provides for extensions for up to two periods of one year each.
- (6) Contracts are managed by the Contracts & Commissioning Team (Homelessness), with regular contact and quarterly contract management meetings. KPIs are in place and performance is monitored quarterly through Housing Support Register reporting and data submitted by the providers. We will hold a review meeting, reviewing overall performance, quality, and value for money, for each contract with the providers, prior to an extension being requested. All contract extension requests will be made by submitting completed Procurement Request Forms alongside a report to Growth & Regeneration EDM with an Officer Executive Decision form.
- (7) We plan to review provision and develop a new commissioning plan for resettlement support service as part of a wider review of floating support services in early 2022-2023 so that services can be procured and in place in October 2023. This means that we have planned to use one of the extensions available for this contract which would then end in October 2023.

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

That Cabinet:

1. Notes the previous approvals granted on 16<sup>th</sup> May 2017 and the contract details as outlined in this report and Appendix A.
2. Authorises the Executive Director Growth and Regeneration, in consultation with the Cabinet Member for Housing Delivery & Homes to:
  - (a) extend the following contracts, namely (i) Preventing Homelessness Accommodation Pathways – Men Only Services; (ii) Mix Accommodation; (iii) Women Only Services; (iv) Substance Misuse, each as summarised in Appendix A of this report, each for 1 + 1 years until 27<sup>th</sup> October 2024 with a maximum budget envelope of £5.273m p.a.
  - (b) extend the Preventing Homelessness Accommodation Pathway – Resettlement Service, as summarised in Appendix A of this report, for 1 year until 22<sup>nd</sup> October 2023 with a maximum budget envelope of £260k p.a.

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

This aligns very clearly with the Corporate Strategy 2022-2027 theme:

1. **Homes and communities:** Healthy, resilient, and inclusive neighbourhoods with fair access to decent, affordable homes.

**City Benefits:**

1. The Preventing Homelessness Accommodation Pathways, and specifically the five contracted services for which delegated authority to extend is sought, benefit the city, and improve outcomes for adults by:
  - Reducing the number of people rough sleeping and stopping cycles of homelessness.
  - Providing safe accommodation for adults who have a range of needs around mental & physical health, substance misuse, domestic abuse, offending behaviour, money management, and those who are not in education, employment, or training, to engage with support to address these needs and develop a greater level of independence.
  - Providing a small supply of bed spaces (outreach access beds) for people coming directly from the streets so that adults who are particularly vulnerable, are not placed in other unsupported temporary accommodation which incurs a higher cost to the Council.
  - Providing a range of supported accommodation, offering different support levels (high, high-medium, medium, and low) and different accommodation types so that adults are more likely to be able access accommodation and support which meets their needs, with key worker support and tailored support.
  - Providing a range of supported accommodation across three stages (preparation-intake, preparation, and in-treatment housing) specifically for people to address substance misuse issues, through the Substance Misuse Pathway.
  - Providing ongoing support for adults including a move-on plan, so that adults can work towards full independence and move through the Pathways and on into other unsupported housing.
  - Providing adults with support to enable them to learn budgeting and resource management skills so that they are better able to reduce their gas, electricity, and water consumption, reduce waste and recycle appropriately.
  - Providing resettlement support to help adults settle in and maintain longer-term independent accommodation upon leaving the pathways to prevent a return to homelessness.

**Consultation Details:**

1. The four Lead Providers of the Pathways, The Salvation Army, Second Step, St Mungo's, and Addiction Recovery Agency, and the Resettlement Service Provider, LiveWest, have been consulted about the proposed extensions and the legal advice received to refresh the 2017 decision delegating authority to the Executive Director for Growth and Regeneration.
2. We consulted on the development of the Preventing Homelessness Accommodation Pathways Plan for 12 weeks in 2016.

**Background Documents:**

[Preventing Homelessness Accommodation Pathways Commissioning Plan](#), Cabinet Paper, Bristol City Council, 04/05/2017

[Consultation Response](#), Bristol City Council, 04/05/2017

[Cabinet Decision](#), Bristol City Council, 16/05/2017

<b>Revenue Cost</b>	£5.5m p.a.	<b>Source of Revenue Funding</b>	Housing Options (11012), Public Health (10339)
<b>Capital Cost</b>	£0	<b>Source of Capital Funding</b>	N/A
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input checked="" type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

The 5 years contracts for Homelessness Accommodation Pathways (PHAP) with option to extend for up to a further two years were approved by cabinet in 2017. This report is seeking to extend these contracts as per table below.

Contract Name	Duration (Years)	Start Date	End Date	Annual Value	Total Contract Value
Men Only Services	2	27/10/2022	27/10/2024	£1,969,854	£3,939,708
Mix Accommodation	2	27/10/2022	27/10/2024	£1,632,621	£3,265,242
Women Only Services	2	27/10/2022	27/10/2024	£921,389	£1,842,778
Resettlement Service	1	22/10/2022	22/10/2023	£260,000	£260,000
<b>Sub Total</b>				<b>£4,783,864</b>	<b>£9,307,728</b>

Substance Misuse	2	27/10/2022	27/10/2024	£750,000	£1,500,000
------------------	---	------------	------------	----------	------------

<b>Total</b>				<b>£5,533,864</b>	<b>£10,807,728</b>
--------------	--	--	--	-------------------	--------------------

The annual value of the contracts is £5.5m with total value of £10.8m over life of the contracts. The whole of substance misuse contract of £1.5m will be funded from the Public Health grant. The remaining contracts (£9.3m) will be funded from the General Fund homelessness commissioning budget (Housing Options Commissioning).

The contract should be flexible and not be volume specific with inclusion of appropriate break clauses to enable Council to adjust its expenditure on this service provision to remain within the allocated budget each year.

**Finance Business Partner:** Archa Campbell, Finance Business Partner 4 April 2022

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

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

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

**IT Team Leader:** Gavin Arbuckle, Head of Service Improvement and Performance 14 March 2022

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

**HR Partner:** Celia Williams, HR Business Partner 30 March 2022

<b>EDM Sign-off</b>	Stephen Peacock, Executive Director Growth and Regeneration	5 April 2022
<b>Cabinet Member sign-off</b>	Cllr Tom Renhard, Cabinet Member for Housing Delivery and Homes	11 April 2022
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	9 May 2022

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

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

## Appendix A

### Summary of costs of two-year extensions for the five Preventing Homelessness Accommodation Pathways contracts:

Contract Name	Duration (Years)	Annual Value	Total Contract Value
Men Only Services	2	£1,969,854	£3,939,708
Mix Accommodation	2	£1,632,621	£3,265,242
Women Only Services	2	£921,389	£1,842,778
Substance Misuse	2	£750,000	£1,500,000
Resettlement Service	1	£260,000	£260,000
<b>Total</b>		<b>£5,533,864</b>	<b>£10,807,728</b>

### Additional summary information:

Tables 1-5 give summary information about the five contracts by contract type. Table 6 is a key to the abbreviations used.

<b>1. Preventing Homelessness Accommodation Pathway 1 – Men Only Services</b>	
Contract ID	DN281020
Provider	The Salvation Army Trustee Company
Contract start date	28/10/2017
Initial contract term	5
Initial term ended/ends	27/10/2022
Total extensions allowable in the contract	2 years
Current extensions in place	No
Maximum allowable contract length	7 years
Contract end date if all extensions are used	27/10/2024
Annual contract value (CV)	£1,969,854
BCC budget holders for CV	HO
Variations in place	<p>Variation to place Move on Navigator within Pathway 1 from 01/04/2019 to 31/03/2021 cost £82,385. Funded by HO RSI budget.</p> <p>Variation to place Rough Sleeping Navigator within Pathway 1 from 01/04/2019 to 31/03/2022 cost £115,252. Funded by HO RSI budget.</p> <p>Variation to pay contribution to cleaning costs due to Covid-19 within pathway 1 on 01/08/2020 as a one-off cost £24,350. Funded by HO.</p> <p>Variation to place Hampton Place Support Worker within Pathway 1 from 01/10/2021 –</p>

	31/03/2022 cost £9,027. Funded by HO RSI budget.
Additional financial information	The total cost of the contract over the five years has been £9,881,577 plus value of extensions £3,939,708.
VFM information	There has been no uplift since the contract start date. 512 clients were supported to move into longer-term permanent accommodation between Oct 2017 to Sept 2021.  There has been no uplift in the CV since the contract start date.
Number of units provided	Pathway 1 comprises 349 units and had 244 new placements in the year Oct 2020 to Sept 2021.  110 units of Level 1 high support accommodation including 27 outreach access beds 41 units of Level 2 high support – step down accommodation 40 units of Level 3 medium support accommodation 163 units of Level 4 low support accommodation

<b>2. Preventing Homelessness Accommodation Pathway 2 – Mix Accommodation</b>	
Contract ID	DN281024
Provider	Second Step
Contract start date	28/10/2017
Initial contract term	5
Initial term ended/ends	27/10/2022
Total extensions allowable in the contract	2 years
Current extensions in place	No
Maximum allowable contract length	7 years
Contract end date if all extensions are used	27/10/2024
Annual contract value (CV)	£1,632,621
BCC budget holders for CV	HO
Variations in place	Variation to place Psychologist and Move on Navigator within Pathway 2 from 01/09/2018 to 31/03/2020 cost £138,072. Funded by HO RSI budget.  Variation to place Move on Navigator and Rough Sleeping Navigator within Pathway 2 from 01/04/2020 to 31/03/2022 cost £105,549. Funded by HO RSI budget.  Variation to place Rough Sleeping Navigator x 2 within Pathway 2 from 01/04/2020 to 31/03/2022 cost £185,228. Funded by HO RSI budget.

	<p>Variation to pay contribution to cleaning costs due to Covid-19 within pathway 2 on 01/08/2020 as a one-off cost £16,450. Funded by HO.</p> <p>Variation to provide 5 x units of High Stability Housing at St Mungo's Longhills hostel within Pathway 2 from 01/04/2021 to 31/03/2022 cost £57,636 Funded by Adult Social Care budget.</p>
Additional financial information	The total cost of the contract over the five years has been £8,221,228 plus value of extensions £3,265,242.
VFM information	<p>There has been no uplift since the contract start date. 380 clients were supported to move into longer-term permanent accommodation between Oct 2017 to Sept 2021.</p> <p>There has been no uplift in the CV since the contract start date.</p>
Number of units provided	<p>Pathway 2 comprises 231 units and had 149 new placements in the year Oct 2020 to Sept 2021.</p> <p>90 units of Level 1 high support accommodation including 14 outreach access beds                  26 units of Level 2 high support – step down accommodation                  21 units of Level 3 medium support accommodation                  96 units of Level 4 low support accommodation</p>

<b>3. Preventing Homelessness Accommodation Pathway 3 – Women Only Services</b>	
Contract ID	DN281027
Provider	St Mungo Community Housing Association
Contract start date	28/10/2017
Initial contract term	5
Initial term ended/ends	27/10/2022
Total extensions allowable in the contract	2 years
Current extensions in place	No
Maximum allowable contract length	7 years
Contract end date if all extensions are used	27/10/2024
Annual contract value (CV)	£921,389
BCC budget holders for CV	HO
Variations in place	<p>Variation to place Move on Navigator within Pathway 3 from 01/04/2019 to 31/03/2020 cost £16,231. Funded by HO RSI budget.</p> <p>Variation to place Rough Sleeping Navigator within Pathway 3 from 01/04/2021 to 31/03/2022 cost £48,162. Funded by HO RSI budget.</p>



	<p>Variation to pay contribution to cleaning costs due to Covid-19 within pathway 3 on 01/08/2020 as a one-off cost £12,300. Funded by HO.</p> <p>Variation to place Rough Sleeping Navigator Coordinator within Pathway 3 from 01/07/2021 to 31/03/2022 cost £24,512. Funded by HO RSI budget.</p>
Additional financial information	The total cost of the contract over the five years has been £4,621,814 plus value of extensions £1,842,779.
VFM information	<p>There has been no uplift since the contract start date. 291 clients were supported to move into longer-term permanent accommodation between Oct 2017 to Sept 2021.</p> <p>There has been no uplift in the CV since the contract start date.</p>
Number of units provided	<p>Pathway 3 comprises 150 units and had 87 new placements in the year Oct 2020 to Sept 2021.</p> <p>21 units of Level 1 high support accommodation including 2 outreach access beds                  27 units of Level 2 high support – step down accommodation                  30 units of Level 3 medium support accommodation                  70 units of Level 4 low support accommodation</p>

<b>4. Preventing Homelessness Accommodation Pathway 4 – Substance Misuse</b>	
Contract ID	DN281034
Provider	Addiction Recovery Agency
Contract start date	28/10/2017
Initial contract term	5
Initial term ended/ends	27/10/2022
Total extensions allowable in the contract	2 years
Current extensions in place	No
Maximum allowable contract length	7 years
Contract end date if all extensions are used	27/10/2024
Annual contract value (CV)	£750,000
BCC budget holders for CV	C&PH and HO
Variations in place	<p>Variation to place Move on Navigator within Pathway 4 from 01/04/2019 to 31/03/2021 cost £49,610. Funded by HO RSI budget.</p> <p>Variation to place Prison Release Worker x 2 within Pathway 4 from 01/10/2019 to cost £200,996. Funded by HO RSI budget.</p>

	Variation to pay contribution to cleaning costs due to Covid-19 within pathway 4 on 01/08/2020 as a one-off cost £7,000. Funded by HO.
Additional financial information	The total cost of the contract over the five years has been £3,795,885 plus value of extensions £1,500,000.
VFM information	There has been no uplift since the contract start date. 257 clients were supported to move into longer-term permanent accommodation between Oct 2017 to Sept 2021.  There has been no uplift in the CV since the contract start date.
Number of units provided	Pathway 4 comprises 140 units and had 109 new placements in the year Oct 2020 to Sept 2021.  24 units of preparation-intake housing 65 units of preparation housing 51 units of in-treatment housing

<b>5. Preventing Homelessness Accommodation Pathways – Resettlement Service</b>	
Contract ID	DN313977
Provider	LiveWest Homes Limited
Contract start date	01/07/2018
Initial contract term	5
Initial term ended/ends	22/10/2022
Total extensions allowable in the contract	2 years
Current extensions in place	No
Maximum allowable contract length	7 years
Contract end date if all extensions are used	22/10/2024
Annual contract value (CV)	£260,000
BCC budget holders for CV	HO
Variations in place	No variations in place for this contract.
Additional financial information	The total cost of the contract over the five years has been £1,221,247 plus value of extensions £520,000.
VFM information	479 clients were supported to settle into longer-term permanent accommodation between Jul 2018 to Jun 2021.  There has been no uplift in the CV since the contract start date.
Number of units provided	The Resettlement Service had 162 referrals in the year Oct 2020 to Sept 2021.

<b>6. Key to abbreviations used:</b>	
<b>CV</b>	Contract Value
<b>HO</b>	Housing Options (Part of Growth & Regeneration Directorate)
<b>C&amp;PH</b>	Communities & Public Health (Part of People Directorate)
<b>RSI</b>	Rough Sleeper Initiative
<b>VFM</b>	Value for Money

# Appendix D: Risk Register

## Negative Risks that offer a threat to extensions for the Preventing Homelessness Accommodation Pathways - adults (22+)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			
										Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date
1	Delegated authority is not given and/or the extensions are not agreed.	Lack of clarity in the report or perceived financial risk/concerns	Services will end and the Pathways will cease to operate. Adults (22+) who are homeless will not have supported accommodation options. Support staff within the provider organisations will lose their jobs.	Open	Homes & communities	Operational; Budget; Reputation	Paul Sylvester	Check that report is clear, get legal, procurement and financial advice in place.	Reducing	1	5	5		1	5	5	17/02/22
2	Delegated Authority is given but not in time for contracts to be extended by the end of October		The services would have to be extended by a short period (e.g. three months) to comply with financial and procurement governance whilst the Delegated Authority is gained. This would cause uncertainty for the providers and additional work for officers.	Open	Homes & communities	Operational	Paul Sylvester	Ensure that pathway timeline is clear and that work on the report is prioritised.	Reducing	1	4	4		1	5	5	17/02/22
3	Providers do not agree to extend the contracts	No uplift is offered and/or agreement is not reached about variations.	Services will end and the Pathways will cease to operate. Adults (22+) who are homeless will not have supported accommodation options. Support staff with the provider organisations will lose their jobs.	Open	Homes & communities	Operational; Budget; Reputation	Paul Sylvester	Ensure good and regular comms with providers	Reducing	1	5	5		1	5	5	17/02/22



# Equality Impact Assessment [version 2.9]

Title: Extensions for Preventing Homelessness Accommodation Pathways – adults (22+)	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input checked="" type="checkbox"/> Service <input type="checkbox"/> Other [please state]	<input type="checkbox"/> New <input checked="" type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Growth & Regeneration	
Service Area: Housing Options	Lead Officer role: Jeremy White, Commissioning Manager

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

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

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

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

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

For clarity and good governance, we are asking Cabinet to review and refresh their May 2017 decision giving delegated authority to the Strategic Director to extend and vary contracts for the Preventing Homelessness Accommodation Pathways – adults (22+). We are asking Cabinet to give delegated authority to the Executive Director for Growth and Regeneration to extend and vary the five contracts (for male only, men & women, women only, substance misuse housing and resettlement service) within the budget envelopes set out in the report.

- The contracts this report relates to are four preventing homelessness accommodation pathways which comprise a variety of accommodation services for adult single people who are homeless or threatened with homelessness, and one resettlement service that supports people upon leaving the pathways, to settle into longer-term independent accommodation outside the pathways.
- The Pathway 1 (men only services), Pathway 2 (mix accommodation), and Pathway 3 (women only services) contracts provide housing-related support to people who are homeless or at risk of homelessness, and present needs relating to multiple and complex needs including mental health, physical health, substance use, offending behaviour, past trauma, and issues around maintaining accommodation, managing finances, and living independently. This accommodation is delivered across four levels of support ranging from Level 1 24/7 hostel-based high support to Level 4 dispersed or shared housing with low support.
- The Pathway 4 (substance misuse) contract provides specific housing-related support to people who are on a journey to address their substance use issues through three stages: 24 units of preparation-intake housing; 65 units of preparation housing; 51 units of in-treatment or abstinent housing.
- The supported accommodation contracts within Pathways 1-3 provide a range of accommodation across four distinct pathways: 48 units for direct placement by the Outreach team in Level 1 services (Outreach Access Beds); 171 units of level 1 high support in shared hostel accommodation with staff on site 24/7; 89 units of Level 2 support in a mixture of shared houses and self-contained flats with staff on site during the

## Appendix E

day Monday to Friday; 91 units of Level 3 medium support in shared dispersed accommodation with clients receiving half a day support over a fortnight period on average; 329 units of Level 4 low support in a variety of shared hostel-based, dispersed and self-contained accommodation with clients receiving an hour of support per week on average.

- The pathways include 60 units of accessible/adapted accommodation for Disabled adults.
- The age focus of the Pathway is 22+ but people under the age of 22 who are not suitable for young peoples' services for contextual Safeguarding or other reasons associated with their safety, may be able to access the pathways.
- Pathway 3 (women only) includes 25 units of mother & baby accommodation.
- The support provided through these contracts is housing-related, enabling the adults to gain independence skills to allow them to move on, including money advice, benefits advice, and support around accessing education, training, and employment.

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

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

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

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

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

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

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

A full Equality Impact Assessment was done in March 2017 which enabled Cabinet to make the decision to approve the commissioning plan and give delegated authority to the Director to procure services and extend the resulting contracts. This is a review of that EQIA, updated with equality and needs data from the commissioned and contracted services.

## Step 2: What information do we have?

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

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

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

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

## Appendix E

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

<b>Data / Evidence Source</b> [Include a reference where known]	<b>Summary of what this tells us</b>
Full Equality Impact Assessment on the Preventing Homelessness Accommodation Pathways – adults (22+) (2017)	<p>The following actions were noted because of the 2017 EqIA:</p> <p>A bespoke monitoring spreadsheet was setup to ensure effective equalities monitoring that is required of all commissioned services, allowing for analysis of entry, outcome and complaints by protected characteristic, and the protected characteristics of staff.</p> <p>Measures were put into the procurement processes to ensure providers demonstrated robust equality policies, equality related training, would promote inclusive environment, LGBTQ+ awareness, Disability awareness, robust Safeguarding policies, and procedures.</p> <p>The pathways partnerships share best practice to ensure that services are non-discriminatory.</p> <p>The contracts require positive action in recruitment to ensure that the staff teams are representative of the service user group.</p> <p>Commissioners monitor representation in services and examine reasons if over representation occurs.</p>
Equality Monitoring data from the contracted supported accommodation services, contract management information.	<p>The demographic snapshot shows that at the midpoint in 2021-22 users of our supported accommodation services are 64% male and 36% female. This represents a shift towards more women being housed in the mixed gender and substance misuse pathways recently, however men using these services are slightly over-represented.</p> <p>Of the accommodation users, 24% have a physical disability. 20% are Black, Asian and minority ethnic. 8% are Muslim, 53% have no religion or belief.</p> <p>Communities that are over-represented in this supported accommodation category include those who are: male; Black, Asian and minority ethnic; and Muslim.</p> <p>Communities who are under-represented include those who are: female (30%); gender identity different</p>

to that assigned at birth (less than 1%); Christian (17%); age 25 and under (10%).

The Housing Support Register gives us equality data about referrals and waiting lists for our services as well as refusals. We collect data about new placements, planned & unplanned departures, and refusals, so that we can look at the journey through the services. We know that in 2021 of adults newly placed in supported accommodation the following percentages were reported against the various protected characteristics:

Sex

- 66% male
- 33% female

Gender Reassignment

- Less than 1% gender identity different to that assigned at birth

Sexual Orientation

- 7% Lesbian, gay or bisexual

Disability

- 11% physical impairment
- 50% mental or emotional distress
- 4% learning-related needs
- 24% multiple complex needs

Race

- 27% Black, Asian and minority ethnic background
- 63% White background

Religion or Belief

- 17% Christian
- 8% Muslim
- 3% any other religion or belief
- 52% no religion

Age

- 10% 25 and under
- 71% 26 – 59
- 2% 60 and over

Pregnancy/Maternity

- 1% pregnant

The data for planned & unplanned departures and refusals does not show any notable representation issues.

Over the life of the contracts, providers and BCC staff have worked to ensure that psychologically informed



Appendix E

	<p>(also known as trauma-informed) practice underpins the service provision.</p> <p>There is a protocol and guidance in place for responding to incidents relating to hate crime, which is a crime typically involving violence, that is motivated by prejudice on the basis of ethnicity, religion, sexual orientation, or similar grounds.</p>
<p>Equality monitoring data from the contracted Resettlement Service.</p>	<p>We know that in 2021 of adults supported by the Resettlement Service, the following percentages were reported against the various protected characteristics:</p> <p><u>Sex</u></p> <ul style="list-style-type: none"> <li>• 63% male</li> <li>• 35% female</li> </ul> <p><u>Gender Reassignment</u></p> <ul style="list-style-type: none"> <li>• 1% gender identity different to that assigned at birth</li> </ul> <p><u>Sexual Orientation</u></p> <ul style="list-style-type: none"> <li>• 4% lesbian, gay or bisexual</li> </ul> <p><u>Disability</u></p> <ul style="list-style-type: none"> <li>• 29% physical impairment</li> <li>• 72% mental or emotional distress</li> <li>• 38% learning-related needs</li> <li>• 49% multiple complex needs</li> </ul> <p><u>Race</u></p> <ul style="list-style-type: none"> <li>• 36% Black, Asian and minority ethnic</li> <li>• 62% White</li> </ul> <p><u>Religion or Belief</u></p> <ul style="list-style-type: none"> <li>• 22% Christian</li> <li>• 16% Muslim</li> <li>• 6% any other religion or belief</li> <li>• 42% no religion</li> </ul> <p><u>Age</u></p> <ul style="list-style-type: none"> <li>• 7% 25 and under</li> <li>• 83% 26 – 59</li> <li>• 8% 60 and over</li> </ul> <p><u>Pregnancy/Maternity</u></p> <ul style="list-style-type: none"> <li>• 2% pregnant</li> </ul>
<p><b>Additional comments:</b></p>	

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

<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Gender Reassignment
<input type="checkbox"/> Marriage and Civil Partnership	<input checked="" type="checkbox"/> Pregnancy/Maternity	<input checked="" type="checkbox"/> Race

### 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.

Equality data about adults using the commissioned services is collected by the services themselves and by referrers using our Housing Support Register.

### 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.

Adults and other stakeholders were consulted in 2016 for 12 weeks when developing the Preventing Homelessness Accommodation Pathways Plan which set out the commissioning intentions for these contracts.

### 2.5 How will engagement with stakeholders continue?

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

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

## Step 3: Who might the proposal impact?

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

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

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

## Appendix E

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

<b>GENERAL COMMENTS</b>	
We have not identified any potential negative impact for people on the basis of their protected or other relevant characteristics from the proposed contract extensions will have positive impacts for adults. The impacts were explored in a full Equality Impact Assessment in 2017 which underpinned the Preventing Homelessness Accommodation Pathways Plan and the decision by Cabinet in May 2017 to delegate authority to the Director to procure and extend the contracts.	
<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	The accommodation within the pathways is for single adults and is therefore not available for young people aged 16 – 21, unless there are contextual Safeguarding or other reasons associated with their safety, may be able to access the pathways.
Mitigations:	BCC commissions accommodation and support services for young people who are homeless or at risk of homelessness.
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	The accommodation within the Pathways is for single adults without dependents and is therefore not available for adults who are parents with dependents.
Mitigations:	BCC commissions accommodation and support services for young parents who are homeless or at risk of homelessness.
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Our commissioned accommodation services are for single adults and are not available for couples who wish to be housed together.
Mitigations:	Adults wanting to be housed as couples would need to present as homeless or at risk of homelessness. If there is a Duty owed, they would be accommodated by BCC but not in Pathway services.
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	

## Appendix E

<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g., Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	
Mitigations:	

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

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

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

The contracts within the Preventing Homelessness Accommodation Pathways advance equality of opportunity for adults who are homeless or at risk of homelessness through providing information, advice, and mediation to prevent housing crisis, through providing information, advice, and support to access safe accommodation, and through providing a range of supported housing options for adults who need them, with ongoing support to promote independence.

## Step 4: Impact

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

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

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

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

No negative impact identified. These are pathways of services for adult single people who are homeless or threatened with homelessness. Older people, or young people who are married or in civil partnerships, or young people with children can access housing advice and homelessness assessments through BCC's service points. BCC commissions supported accommodation for young people who are parents.

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

The proposal to extend current Preventing Homelessness Accommodation Pathways contracts will continue to support aims which advance equality of opportunity as identified above.

### 4.2 Action Plan

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

Improvement / action required	Responsible Officer	Timescale
Review equality monitoring data collation to improve data capture for planned and unplanned departures from the Pathways.	Jeremy White	2022-23 Q3
Review equality monitoring data collation for Resettlement Service referrals.	Jeremy White	2022-23 Q3

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

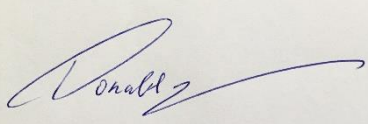
How will you know if you have been successful? Once the activity has been implemented this equality impact assessment should be periodically reviewed to make sure your changes have been effective your approach is still appropriate.

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

We will receive equality data about referrals to the Resettlement Service. This will enable us to identify any over/under representation and work with the Resettlement Service to put in place action plans to understand and address causes.

### Step 5: Review

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

<p><b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i></p>	<p><b>Director Sign-Off:</b> </p>
<p>Date: 3/3/2022</p>	<p>Date: 14/04/2022</p>

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

**Eco Impact Checklist**

<b>Title of report:</b> Extensions for Preventing Homelessness Accommodation Pathways Contracts				
<b>Report author:</b> Jeremy White				
<b>Anticipated date of key decision</b> 07/06/2022				
<p><b>Summary of proposals:</b> To refresh the Cabinet decision made in January 2017, which gave delegated authority to the Strategic Director (Neighbourhoods and Communities) to extend contracts for the Preventing Homelessness Accommodation Pathways.</p> <p>The support provided to adults through these contracts enables them to learn budgeting and resource management skills so that they are better able to reduce their gas, electricity, and water consumption, reduce waste and recycle appropriately.</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	-ve	All the accommodation provided for adults uses gas and electricity for heat, light and power.	<p>Adults are supported through the contracts to budget (minimise usage) and to manage their utilities efficiently. Adults pay for usage through contracts giving incentive to minimise usage.</p> <p>Registered housing providers are required to meet minimum standards on energy efficiency.</p> <p>Housing providers can liaise with the Council's Energy Services for information and guidance on additional energy efficiency measures and potential funding.</p> <p>Options to further increase the energy efficiency of properties will be explored when the contract is up for renewal.</p>
Bristol's resilience to the effects of climate change?	No			
Consumption of non-renewable resources?	No			
Production, recycling or disposal of waste	Yes	+ve	Domestic waste and recycling services are used for all the accommodation provided for adults.	Adults are supported through these contracts to budget (minimise waste) and to recycle their waste appropriately.

Appendix F

The appearance of the city?	No			
Pollution to land, water, or air?	Yes	+ve	Transport	Adults are encouraged by public health partners to use active and public transport where appropriate.
Wildlife and habitats?	Yes		Green spaces on properties	Adults are encouraged and supported to engage in gardening activities where there is on-site access to green space at properties. Engagement in these activities is monitored in quarterly updates from service providers.  Options to expand on these provisions will be explored when the contract is up for renewal.
<b>Consulted with:</b>				
<b>Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u></b>				
<p>The main impacts of this proposal relate to domestic energy usage by service users. The impacts are minimal as they are mitigated by service providers meeting minimum energy standards for their properties and the incentive for service users to minimise their personal energy usage through re-charges.</p> <p>Opportunities exist to further increase energy efficiency standards and provision of green spaces offered by service providers in future updates to contracts and these will be explored at an early stage of the next tender process.</p>				
<b>Checklist completed by:</b>				
Name:			Jeremy White	
Dept.:			Growth & Regeneration	
Extension:				
Date:			02/03/2022	
Verified by Environmental Performance Team			Daniel Shelton 03/03/2022	

## Decision Pathway – Report

---

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 07 June 2022

<b>TITLE</b>	<b>Housing IT and Transformation programme – approval of Outline Business Case</b>		
<b>Ward(s)</b>	Citywide		
<b>Author:</b> Stewart McDermott	<b>Job title:</b> Programme Manager		
<b>Cabinet lead:</b> Cllr Tom Renhard, Cabinet Member Housing Delivery and Homes	<b>Executive Director lead:</b> Stephen Peacock, Executive Director Growth and Regeneration		
<b>Proposal origin:</b> Councillor			
<b>Decision maker:</b> Cabinet Member			
<b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>			
To seek approval of the OBC and authority to proceed with Phase Two of the Housing IT and Transformation Programme.			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. Current Housing systems reach end of life / end of support in May 2024. These deliver critical systems to the citizens of Bristol and include:             <ol style="list-style-type: none"> <li>i. Housing Management system, managing tenant and landlord needs and services, and delivery of these;</li> <li>ii. Workforce Scheduling systems, which deliver Maintenance and Repairs services to our tenants;</li> <li>iii. Compliance, which enables BCC to ensure that all Housing meets regulatory standards;</li> <li>iv. Asset Management, helping us to effectively manage and maintain social housing property across Bristol;</li> <li>v. Digital – rebuild and delivery of new applications, portals etc. that will make Housing Services much more accessible for our tenants and landlords;</li> <li>vi. A number of supporting functions and sub-systems covering all aspects for social housing for all our tenants and citizens such as: case management, choice based lettings, Homelessness support, support for vulnerable tenants etc.</li> </ol> </li> <li>2. These systems range in age from seven to 20 years old and contain elements which are either out of manufacturer support or will reach this state by May-24. Such technology is only allowed to be used in UK govt whilst a replacement is sought.</li> <li>3. These systems do not support current business functions (“As-Is”), leading to numerous ineffective and expensive workarounds which affect productivity. For example, we cannot estimate, cost or automatically schedule maintenance work – something that is std functionality within systems used by our peers.</li> <li>4. These has led to symbiotic issues where poor systems have led to poor processes / business practises. Both require addressing but neither can be done in isolation. Hence this programme is as much about transformation as it is about technology.</li> <li>5. This in turn has limited our ability to provide best access to the most appropriate housing services to our citizens. Especially as we are unable to support BCC strategies, such as Digital First.</li> <li>6. The programme commenced in January 2022 to ensure that the systems supporting our critical Housing</li> </ol>			



services could be replaced by May-24. This will include reviewing our business processes and updating / improving these as part of a move to a single strategic system with a single delivery partner. This aligns with current BCC business and ICT strategies, such as Digital First.

In addition to (1) above, the programme will deliver a business and technical requirements catalogue which documents the needs of non-Housing usage of the current Case Management system (e.g. Regulatory Services), as this system is also at End Of Life in 2024. This will enable the senior management team to make an informed choice as to whether these requirements should be included in the Housing programme procurement, or not. This will also define the contribution from General Fund to the programme, if any.

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

That Cabinet:

1. Approve the OBC for the Housing IT and Transformation Programme at Appendix A.
2. Authorises the Executive Director – Growth and Regeneration in consultation with the Cabinet Member for Housing Delivery and Homes to spend up to £1.39m, to deliver Phase Two of the programme including procuring and awarding contracts over £500k.
3. To note: a report will be brought back to Cabinet for approval of the Full Business Case.

### **Corporate Strategy alignment:**

1. New systems and business process will align Housing services delivery to corporate strategy:
  - a. Theme 2: Economy and Skills (Good Growth and Digital Inclusion)
  - b. Theme 5: Homes and Communities
  - c. Theme 7: Effective Development Organisation
2. New digital service delivery platform (new citizen facing and internal applications, and revitalised portals) will support Digital First.

### **City Benefits:**

We actively support the following themes:

1. Theme 2: Economy and Skills (Good Growth and Digital Inclusion) – via our digital service platform for citizens;
2. Theme 5: Homes and Communities – through best provision of the most appropriate housing services, as and when needed;
3. Theme 7: Effective Development Organisation – through effective business process re-engineering and transformation and the delivery of effective technology that supports this and (1), (2) above.
4. Sustainability and Social Value are key elements of our procurement strategy, against which potential suppliers will be evaluated. These run alongside and with equal importance to our business and technical requirements.

### **Consultation Details:**

We plan to conduct a full, competitive procurement exercise via the appropriate government framework, to identify a preferred supplier who will also be our delivery partner:

1. Government framework has been identified and a shortlist of relevant potential suppliers drawn up;
2. An Expression of Interest will be issued to the shortlist by 1/5/22 (end date 12/5/22);
3. Competitive procurement will commence by 30/6/22, with documents issued via the framework;
4. Final submissions from potential suppliers will be submitted by midday, 30/9/22.

**Background Documents:**

Options appraisal: [HiTT Project Options Appraisal v1.0 Apr-22.docx](#)

Outline Business Case: [21EN625 Housing IT and Transformation Programme - Outline Business Case - v0.04.docx](#)

Dec-21 Mandate: [3d Housing ITT contact Procurement Mandate Cabinet 14 Dec 21 .pdf](#)

<b>Revenue Cost</b>	£4.4m total est. (gross)	<b>Source of Revenue Funding</b>	HRA 22-23 capital budget (£500k prev. allocated) HRA 22-23 underspends HRA reserves General Fund 22-23 (£200k prev. allocated)
<b>Capital Cost</b>	£4.6m total est. of which £1.39m is requested now.	<b>Source of Capital Funding</b>	Business Plan
<b>One off cost</b> <input checked="" type="checkbox"/> <b>Ongoing cost</b> <input checked="" type="checkbox"/>		<b>Saving Proposal</b> <input type="checkbox"/> <b>Income generation proposal</b> <input type="checkbox"/>	

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

**Finance Advice:**

Potential costs associated with the delivery of new systems and business transformation, in collaboration with a preferred supplier:

- One off costs, including BCC resources and supplier design / build / test estimated as £4.4m;
- Ongoing support costs (five-year agreement) estimated as £4.6m.

Costs given above do not include:

- Expected savings when current Housing systems support and maintenance charges are replaced with those from the preferred supplier.
- Potential savings from productivity and efficiency changes, as a result of improved business process and practises.

Table 1 shows estimated costs including the reduction from current support costs:

Table 1:

Total Project Financial Summary: Estimated Costs for primary preferred option										
£'000s	1	2	3	4	5	6	7	8	9	Total
	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	yy/yy	
<i>Total new/ chargeable costs</i>	£ -	£ 1,165	£ 2,625	£ 73	£ -	£ -	£ -	£ -	£ -	£ 3,863
<i>One-off contingency ( tolerance)</i>	£ -	£ 233	£ 525	£ -	£ -	£ -	£ -	£ -	£ -	£ 758
<i>Total opportunity/ non-chargeable costs</i>	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<b>One-off costs</b>	£ -	£ 1,398	£ 3,150	£ 73	£ -	£ -	£ -	£ -	£ -	£ 4,621
<i>Ongoing costs (incl. contingency)</i>	£ -	£ -	£ 441	£ 882	£ 882	£ 883	£ 883	£ 441	£ -	£ 4,411
<i>Funding already available</i>	£ -	£ -	£ 383	£ 766	£ 766	£ 766	£ 766	£ 383	£ -	£ 3,830
<b>Ongoing</b>	£ -	£ -	£ 58	£ 116	£ 116	£ 117	£ 117	£ 58	£ -	£ 581
<b>Net total</b>	£ -	£ 1,398	£ 3,209	£ 188	£ 116	£ 117	£ 117	£ 58	£ -	£ 5,202
<b>Cumulative net total</b>	£ -	£ 1,398	£ 4,607	£ 4,795	£ 4,911	£ 5,027	£ 5,144	£ 5,202	£ 5,202	

Check TRUE

Full and final costs, including savings, will be covered in the full business case. This will be presented once the

procurement has completed and preferred supplier costs have been confirmed.

### 1. Finance Business Partner:

#### General commentary:

The overall cost of the 2022-23 IT transformation programme is **£1.398m** of which the HRA's share (80%) is £1.118m. Funding for the HRA will come from in-year underspends and transfers from HRA reserves. The amount expected to be funded from the General Fund is £280,000, where £200,000 has already been made available from the change management programme budget. The shortfall will be made up from careful management of the HR budget.

Provisions for the programme for the 2023-24 financial year and beyond, will be addressed in the 2023-24 business planning and budgeting process. This includes any future provision from the General Fund.

One-off planning and contingency costs of £1.81m, have been anticipated in the 2022-23 budget. The funding of one-off systems development expenditure was set aside in the 2023-24 HRA business plan. This is when the bulk of the replacement system design & build work will be carried out.

Although the exact amount of savings that will accrue to the HRA (from current expenditure on licenses, support and maintenance) cannot be determined at present, it is envisaged that further efficiencies will emerge when these systems have been retired.

Michael Jarrett, Principal Accountant – 19 May 2022

### 2. Legal Advice:

The procurement process must be conducted in line with the 2015 Procurement Regulations and the Council's own procurement rules. Legal services will advise and assist officers with regard to the conduct of the procurement process and the resulting contractual arrangements.

**Legal Team Leader:** Husinara Jones, Team Leader/Solicitor 18 May 2022

### 3. Implications on IT:

- The programme expects to source a preferred supplier / delivery partner who will deliver a COTS SaaS based ERP solution, which will provide the technology underpinning the To-Be Housing business processes.
- Interaction with existing BCC technology is expected to be limited to interaction with Azure Active Directory (single sign on), Data Lake (Azure cloud based) and Capita PAY. Others will be confirmed during the Discovery Phase with the preferred supplier in Q4 2022.
- Programme is aligned to Digital First, RT attends HiTT board and Stephen Peacock attends this and the Digital Board as chair.
- Full DPIA will be completed by the programme.

#### Gavin Arbuckle, Head of Service Operations – 26 April 2022:

In line with the programme delivering in line with the bullet points above this would be acceptable to IT. For completeness, can you confirm that the programme will ensure the final solution has appropriate resilience to ensure continuity of service in the event of a system failure. This would include as a minimum, RTO and RPO agreed with the organisation. Also to ensure that any resilience/data storage/backup measures are appropriately secure and covered by the DPIA when completed.

Having recently been invited to join the project board I look forward to gaining a full understanding of the solutions sought and identified as to this point, I am unsighted on some of the detail but am fully supportive of the programme and its desired outcomes as shared with me to date. (Gavin Arbuckle)

#### Head of Citizens Services, Rizwan Tariq, 26 April 2022:

"I'm supportive of the OBC as there is alignment to the Council's emerging Channel Shift Strategy. The programme

manager for the Housing IT Transformation Programme will sit on the board for Channel Shift once set up and the Head of Citizen Services sits on the HITTP board already ensuring there is synergy between the two programmes.”

**IT Team Leader:**

Gavin Arbuckle, Head of Service Operations – 26 April 2022

Rizwan Tariq, Head of Citizens Services – 26 April 2022

**4. HR Advice:**

NA at this stage: There are no HR implications evident.

**HR Partner:**

Celia Williams HR Business Partner – 27 April 2022

<b>EDM Sign-off</b>	Stephen Peacock (as board chair) Executive Director – Growth and Regeneration	29/4/2022
<b>Cabinet Member sign-off</b>	Cllr Tom Renhard	5/4/2022
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	9/5/22

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



# Outline Business Case – Housing IT & Transformation programme

## A. PROGRAMME SUMMARY INFORMATION

<b>Programme Name:</b>	Housing IT and Transformation programme
<b>Programme ID (if known):</b>	21EN625
<b>Cabinet Member:</b>	Cllr Tom Renhard
<b>Lead Officer (Sponsor):</b>	Stephen Peacock
<b>Directorate(s):</b>	Change
<b>Associated service areas:</b>	Housing, IT
<b>Report lead author(s):</b>	Stewart McDermott, Programme Manager
<b>Report recipients:</b>	Mandatory Comment Providers; Programme Board; PMO; Housing Management Team; G&R EDM; CLB; BCC Cabinet Members

## B. ORGANISATIONAL CONTEXT

<b>Alignment to corporate theme(s):</b>	Theme 2: Economy and Skills (Good Growth and Digital Inclusion)
---	---



	Theme 5: Homes and Communities Theme 7: Effective Development Organisation
<b>Portfolio Prioritisation Position:</b>	#11
<b>Programme category:</b>	<input type="checkbox"/> Saving delivery <input checked="" type="checkbox"/> Compliance / Statutory <input checked="" type="checkbox"/> Risk reduction <input type="checkbox"/> Cost avoidance <input checked="" type="checkbox"/> Improved outcomes <input checked="" type="checkbox"/> Enabling
<b>Council Budget saving delivery:</b>	N/A

### C. DOCUMENT CONTROL

<b>Document status:</b>	<input type="checkbox"/> Draft <input checked="" type="checkbox"/> Final
<b>Document owner:</b>	Stewart McDermott

Version	Author(s)	Description	Date
V00_01	SMcD	First draft	07.04.2022
V00_01	SMcD	Circulated for review – PMO / Change / Mandatory	11.04.2022
V00_01	SMcD	Circulated for review – programme board	20.04.2022
V1_0.04	SMCD	Final version, CLB approved, PMO assured.	11.05.2022



## EXECUTIVE SUMMARY: DECISION REQUIRED

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

#### BCC Cabinet: Approval and Endorsement to proceed with the programme requested

That Cabinet

1. **Approves** up to £5.2m (net, less sunk costs) over the next seven years, drawn from Housing Revenue Account (80%) and General Fund (20%) to deliver the Housing IT and Transformation programme as set out in below. Agreement to baseline the final business case budget in line with this and to allocate future funding to support delivery of programme and maintenance of those services it delivers.
2. **Approves** up to £1.398m, as part of the above, to deliver Phase Two of the programme (procurement, full business case and future state / business transformation plans) in this financial year, FY22-23, without which the programme cannot continue.
3. **Authorises** the Strategic Director, Growth and Regeneration to take all steps necessary to procure and enter into contract(s) to give effect to the programme, including decisions with a value of over £500K.
4. **Approval** of this Outline Business Case itself, agreement to proceed with Preferred Option and completion of the full scope of the programme, including the timeline for FBC delivery in Dec-22.

Contractual:

1. **Authorises** Executive Director – Growth and Regeneration in consultation with Cabinet Member for Housing Delivery and Homes delegated authority to spend up to £4.62m (estimated internal and supplier one-off costs, over two years) to deliver the programme in full, in-line with expected governance and maximum budget envelopes outlined in the Finance section below. This will be subject to Full Business Case approval/internal governance processes.
2. **Authorises** Executive Director – Growth and Regeneration in consultation with Cabinet Member for Housing Delivery and Homes to take all steps required to procure and delegated authority to award the contract(s) necessary for the implementation of comprehensive new Housing system(s) (add in term of contract and cost), in-line with the procurement routes and maximum budget envelopes outlined in the Finance section below. This will be subject to Full Business Case approval/internal governance processes.
3. **Authorises** Executive Director – Growth and Regeneration to invoke subsequent specific and relevant extensions/variations specifically defined in the contract(s) being awarded, up to the maximum budget envelope approved as part of the Final Business Case, where this relates to the extension of current contracts for Housing IT support services, should the programme not be able to full delivery before these expire. In consultation with Cabinet Member for Housing Delivery and Homes.
4. **Authorises** the Head of Strategic Procurement & Supplier Relations to approve appropriate procurement routes to market where these are not yet fully defined in this report, or if changes to procurement routes are subsequently required.

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

**Sarah Spicer**

### Programme context summary:



This programme is a part of the Moving Forward Together strategic initiative to improve housing services, meet the needs of our residents and make Housing & Landlord Services a great place to work, with equality and diversity at its heart.

Current Housing systems will all reach End Of Life / End Of Support by May-24 at the latest. As these are between 8-20 years old and do not fully support our business processes, replacement is essential if critical service delivery is to be maintained.

Although technology provides a “burning platform” for change, we are focused on ensuring provision of dynamic, fit for purpose, citizen-focussed services and delivering the processes, business transformation and productivity improvements that will enable our Housing Service to do this. This includes providing leading technologies that will underpin our new ways of working but is not limited to that.

With reference to the existing technology in use within the Housing Service:

- Current core Housing systems are reaching end of contract and end of life by May 2024. There are also significant functional, compliance and productivity issues with these. Ergo:
  - a. The technology in use within Housing, which supports delivery of our Critical Services, reached End of Contract in May-22. Support has been extended whilst a replacement is found;
  - b. These systems range in age from seven to over 20 years old.
  - c. There are functional shortfalls within our current business processes and related systems, which have led to the ad-hoc development and ongoing use of numerous inefficient manual workarounds. These hinder our ability to deliver the best and most appropriate services to the citizens of Bristol in the most effective and productive ways.
  - d. Current technology was procured separately, from different suppliers. As such, each sits within its own silo leading to complex systems where it is very difficult to integrate data. This has led to inconsistencies and issues with data quality.

Key support contracts for the above have / will be extended until May-24 however due to their age, contain key components which are no longer in manufacturer support or have been retained at a version level which the supplier can no longer support;

The above also means that the current technology and some of our business processes now in use cannot support our business and IT strategies, such as Digital First, and we are unable to fully comply with the latest government legislation related to Social Housing.

The pertinent technology issue above presents us with an opportunity to not only move our systems forward from our 2014 isolated silos to a new, future proofed and modular system but also to leverage this as an enabler for greater efficiencies in Service Delivery, such as:

- Automate where possible – replace manual, gap-filling workarounds with modern, fully functional systems, releasing staff from administrative to citizen-supporting roles and/or delivering identified savings.
- Adopt Digital First as a core tenet for Service Delivery through a new digital platform which ensures that we, with our delivery partner, design digital services that are “Easy, engaging, and inclusive as a core tenet”. We expect this to include a citizen app for core services, improved portals and intelligent tech in support (e.g. chat bots etc.) that reduce the load on our call centre and speed up service delivery for our citizen, tenants and leaseholders, staff and related user groups across BCC.





- Develop and deliver a new (To-Be, future state) model for Service Delivery across Housing. This will ensure that we frame the size and scope of our business transformation through evaluation of current business processes, working with our staff to build and design the best possible means to deliver the most appropriate services, in the most efficient and productive ways we can.

We intend to achieve this by identifying a single supplier (through a competitive procurement) who will work with us to deliver a leading edge Housing service, via business transformation and modern, fit for purpose technology.

We will stay in step with emerging Digital and IT strategies, through active engagement with the Digital First programme.

The programme intends to remedy the above through delivery of new technology and transformational business process change, for and with Housing and Landlord Services. To do this, we will identify a single delivery partner who has proven that they can deliver to our goals and has done so previously with other similarly sized local government / social housing providers.

**Any key changes since Mandate approval:**

1. Inclusion of CDPSoft (housing needs supplementary system) within scope.
2. Inclusion of non-Housing Civica APP users (housing case management system) within scope.

Neither of the above has had an impact on our overall timeline or costs. Additional effort to document requirements etcetera. for the above has been absorbed within our existing team and Phase One plan.

**Recommended option to progress to Full Business Case:**

For the programme to provide a Full Business Case, we need to complete the following key activities first:

1. Identify a Preferred Supplier, who will be our Delivery Partner, and confirm Final Costs to deliver the programme such that:
  - a. It meets the requirements of Senior User/s and their team;
  - b. Aligns with BCC business and technology strategy (e.g. Common Activities and Digital First);
  - c. Supports government regulations and compliance (e.g. the new Building Safety Bill etc.)

This will be done via a procurement exercise (competitive tender, using an approved Crown Commercial Services framework that encompasses the services required). This exercise is planned to take place from Jun-Oct 2022, subject to approval of this Outline Business Case. And...

2. Identifies the underlying business and process change associated with these:
  - a. We are in the process of identify shortfalls in current business processes, (some a result of the architecture and some an indication of the need for task-level process changes), where remedying these will bring a number of productivity benefits to BCC Housing and the citizens of Bristol.

**Anticipated cost/benefit profile for preferred option:**



Total Project Financial Summary: Estimated Costs for primary preferred option										
£'000s	1	2	3	4	5	6	7	8	9	Total
	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	yy/yy	
Total new/ chargeable costs	£ -	£ 1,165	£ 2,625	£ 73	£ -	£ -	£ -	£ -	£ -	£ 3,86
One -off contingency ( tolerance)	£ -	£ 233	£ 525	£ -	£ -	£ -	£ -	£ -	£ -	£ 75
Total opportunity/ non-chargeable costs	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
One-off costs	£ -	£ 1,398	£ 3,150	£ 73	£ -	£ -	£ -	£ -	£ -	£ 4,62
Ongoing costs (incl. contingency)	£ -	£ -	£ 441	£ 882	£ 882	£ 883	£ 883	£ 441	£ -	£ 4,41
Funding already available	£ -	£ -	£ 383	£ 766	£ 766	£ 766	£ 766	£ 383	£ -	£ 3,83
Ongoing	£ -	£ -	£ 58	£ 116	£ 116	£ 117	£ 117	£ 58	£ -	£ 58
Net total	£ -	£ 1,398	£ 3,209	£ 188	£ 116	£ 117	£ 117	£ 58	£ -	£ 5,20
Cumulative net total	£ -	£ 1,398	£ 4,607	£ 4,795	£ 4,911	£ 5,027	£ 5,144	£ 5,202	£ 5,202	

Check TRUE

	Value	Supporting commentary
<b>Confidence level</b>	<b>50%</b>	Expected to increase to at least 75% when a Preferred Supplier has been identified.
<b>Contingency budget</b>	<b>20% (Optimism Bias)</b>	<p>Figures stated are drawn from a possible Worst Case financial model, using data from the publicly available prices and resources rates for what we believe will be the most expensive supplier (Microsoft and their delivery partner). This is based on prior experiences inc. BCC Lessons Learned.</p> <p>In addition, Optimism Bias at 20% has been included within the Financial Plans, for our expected delivery costs.</p>

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

HRA Funding of Housing IT and Transformation programme

The overall cost of the 2022-23 IT transformation programme is £1.398m of which the HRA's share (80%) is £1.118m. Funding for the HRA will come from in-year underspends and transfers from HRA reserves. The amount expected to be funded from the General Fund is £280,000, where £200,000 has already been made available from the change management programme budget. The shortfall will be made up from careful management of the HR budget.

Provisions for the programme for the 2023-24 financial year and beyond, will be addressed in the 2023-24 business planning and budgeting process. (M Jarrett / A Campbell 6/5/22).

Costs for Phase Two – procurement, future state and change management, full business case, discovery and planning with Delivery Partner (inc. optimism bias, 20%):

- £1.118m – Housing Revenue, 80% of delivery costs
- £280k – General Fund, 20% of delivery costs
- Total £1.398m



- Shortfall: none expected

Estimated total delivery costs, BCC and delivery partner charges, up to £4.6m (inc. optimism bias, 20%):

- £3.68m – Housing Revenue, 80% of delivery costs
- £920,000 – General Fund, 20% of delivery costs
- Total £4.6m
- Shortfall: TBD (see funding statement above – none expected)

Estimated ongoing annual costs (licenses, support and maintenance), excluding rolling annual budget provision for technology support and maintenance etc.:

- £706,500 per annum – Housing Revenue, 80% of delivery costs
- £175,500 per annum – General Fund, 20% of delivery costs
- Total: est. £4.5m over five years

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

- These will be set out in the Full Business Case.
- See benefits statement below.

**Estimated timescale to deliver:**

- Baseline completion date based on estimated start date: June 2024

**Learning from previous work**

- In the past, BCC Housing has procured its own technology, using Best of Breed systems and suppliers:
  - This has led to a disparate and fragmented technology platform, with numerous support, performance and compatibility / interface and data issues.
  - Market testing has identified a number of suppliers who provide single platform, modular housing systems to our peers, which meet all our core requirements.
  - These are the suppliers, whom we have already met with and discussed our requirements and plans, that will take part in our competitive procurement exercise.
- Previously, BCC Housing has procured systems and applications which have then been heavily customised to meet the perceived needs / culture / preferred ways of working of the directorate:
  - This has seen us fall victim long and expensive lead times to deliver these systems and applications, and has led to a 'move the mountain' rather than a 'move to the mountain' approach to technology.
  - As a result, technology has been heavily customised or built to spec (bespoke). These systems and applications, which adhered to the current strategy and practice, have proven difficult to and costly to support, which has led to poor user perception of the delivered end products.
  - The previous approach as above has seen systems developed as silos and not in concert, leading to a number of functional and technical shortcomings, which have impeded the abilities of our staff to deliver services, in some cases seriously.



- To mitigate this, we will only consider proven, in live use COTS (configurable, off the shelf) technology for the Housing systems replacement element of our programme. Bespoke IT systems will not be considered or used.
- System customisation will not be allowed (it is rarely offered as a supportable product by the suppliers, in any case), configuration will be limited and we plan to adopt a market leading, peer used technology platform, based on Best Practice housing service processes.
- Delivery will supported by a comparable focus on business process change, change management and training and education.
- When conducting large / complex project and programmes in the past, BCC has underestimated the time, resources and costs of delivery:
  - Recent evidence shows that some BCC projects have required additional funding, scope changes and have missed milestones due to a reticence to ask for what seemed like large amounts of money, people and long timescales.
  - As a result, dis-benefits have emerged during delivery that have reduced or removed project benefits, with quality, cost and time milestones compromised.
  - To mitigate this, we have used proven models to estimate the costs in this business case. These have been used sucessfully by other projects and use a mix of known internal and estialted supplier / freelancer costs based on available rate cards etc.
  - Further mitigation could be achieved through use of external expertise and we would strongly recommend that Procurement and Change consider re-engagement of Garnter or similar. This would enable objective evaluation of project proposals, costs and timelines versus market averages and real world, comparable examples.

**Any decisions / endorsements already secured:**

- Mandate for Phase One was approved in Dec-21 with the understanding that the programme would return before this was completed, with either a funding request for Phase Two or an Outline Business Case for the programme as a whole.

<b>Total spend to date - New costs:</b>	£699,000 to date (Dec-21 Mandate, sunk costs)
<b>Total spend to date - Opp costs:</b>	£0

<b>New costs to deliver Full Business Case (FBC):</b>	<b>£1.38m</b> including Optimism Bias (20%)
<b>Opportunity costs to deliver FBC:</b>	£0
<b>Funding required:</b>	<b>Est. £4.6m</b> including Optimism Bias (20%) for delivery



<b>Funding source(s):</b>	Housing Revenue Account and General Fund (80/20%)
<b>Est. timescale for FBC to return for sign-off:</b>	December 2022

Protect



## 1. Programme overview

The Housing IT and Transformation programme (HiTT) was convened in late 2021 to ensure the timely and cost-effective replacement of our current Housing systems and to deliver business improvement and efficiencies alongside this.

Our Housing systems range from 20 to eight years old, were all at end of contract in May 2022 and are either at end of life now or will reach this point at end of our support contract extension in May 2024.

In addition, current systems have been sourced from multiple suppliers which has led to fragmented and inefficient service delivery processes, where technology is not able to support the Best Practice that the directorate wishes to follow. We are unable at present to support BCC business and IT strategies, such as Digital First, and are hampered by systems that are not able to comply with current legislation or support our As-Is business model.

A number of current systems will also be fully or partially out of manufacturer support in 2024. This means that they are no longer supported, present security vulnerabilities and their ongoing use is not permitted by UK government organisations. Some component parts of older systems have already reached this point and their continued use is only permissible whilst a suitable alternative is found.

It is our intention to replace these systems with modern, industry standard solutions whilst exploiting the opportunities presented by this to bridge current functional and process gaps using modern technology, and to restructure current business processes and practices. This will enable Housing to ensure that it can deliver the most appropriate services in the best possible way, to our citizens, and to do this in the most productive manner possible.

The programme mandate for Phase One was approved in Dec-21 and the programme authorised to gather and analyse Housing requirements for new systems, identify potential business / operational changes that would benefit BCC and our citizens and to commence a procurement exercise to identify a preferred partner, by Jun-22. However the programme has been able to deliver the following outcomes, by May-22:

1. Business and Technical requirements for Housing systems;
2. Evaluation and rating (MoSCoW)<sup>1</sup> of the above;
3. As-is process review and gap analysis to the above;
4. Potential supplier / solutions investigation and evaluation;
5. Level One To-Be process development;
6. Procurement approach and plan;
7. This Outline Business Case, for the programme as whole, based on the above.

The programme plans to commence procurement in Jun-22 and complete this by Oct-22, with a preferred supplier identified by Nov-22.

As such, we have completed all outcomes set for Phase One and commenced / completed several Phase Two activities re: opportunity for business change and process re-development. In order to complete these, and to carry out a procurement exercise, additional funding is needed – in place by Jun-22. However, as the programme has been able to deliver greater value than expected in Phase One, we have

---

<sup>1</sup> Must have, Should have, Could have, Would like”



been able to complete our OBC earlier than expected and are in a position to reasonably estimate the projected costs for the programme itself.

Approval of the OBC as set out will allow the programme to continue at its current pace and remove the Risk of the programme halting, with momentum lost and a further Risk of increased delivery costs, whilst future approvals are sought.

With this in mind, the Outline Business Case is presented for Cabinet review and approval at the June 2022.

Protect



## 1.1 Scope

Protect





**In Scope**

Protect



## **Housing IT Transformation programme**

Housing IT provides the tools required to deliver a range of housing services to the citizens of Bristol. Multiple systems are reaching end of contract or end of life. This brings an opportunity to explore and implement the best IT solutions available.

To manage these opportunities, it is proposed that a housing IT transformation programme is developed and implemented. The purpose of the programme is to enable change and put in place tools that will allow Housing and Landlord Services to enhance service delivery, achieve efficiencies and improve working practices. This will support the wider aspirations of Moving Forward Together, of which this programme is part.

The programme will explore options to replace end of contract applications and to deliver un-met business needs and requirements including:

- i. Housing management and Case Management systems: current contract ends May-24 (extended for two years from 2022);
- ii. Housing needs system: current contract ends ends May-24 (extended for two years from 2022);
- iii. Asset management system: current contract ends May-24 (extended for two years from 2022)
- iv. Field service management system (scheduling): contract ends in July 2023 and the system will be reaching its end of life. Support will be extended in line with the above.
- v. Private housing case management: the system is reaching the end of contract and end of life as per (i) above;
- vi. Job costing solution: there is no solution in place, functionality is required to calculate repair job costings an support analysis of value for money and savings opportunities;
- vii. Building compliance and information: functionality required to meet the new legislative requirements for regulating the safety of high-rise blocks;
- viii. Digital Services: explore opportunities for improvement, including more opportunities for users to choose self-service;
- ix. Data and analytics: review options to improve data and analytics and align to the corporate solution.



As is Housing Management systems architecture as of Feb 2022

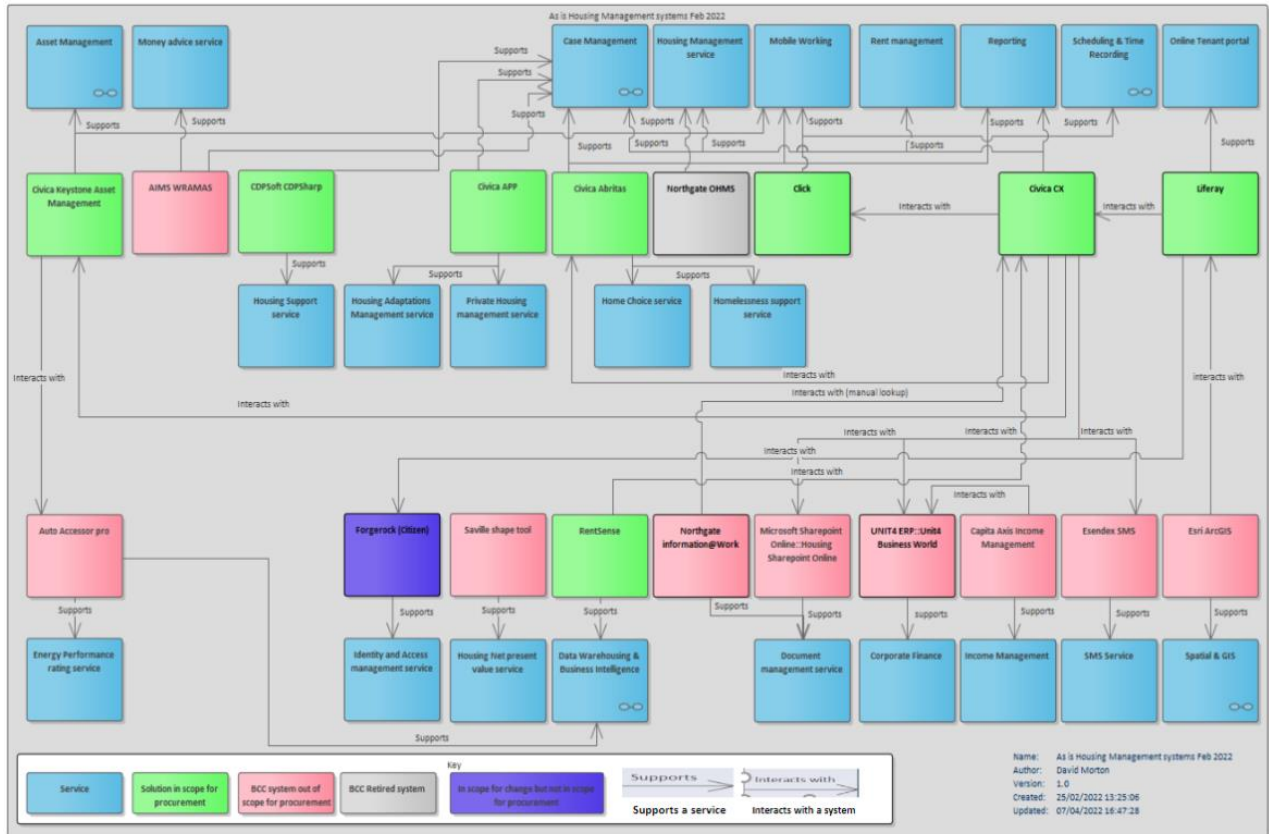


Fig #3: technology scope as defined by As-Is systems, Feb-22

It was current phase of work, developing an Outline Business Case, The budget approved for this were for resources that would:

- a. Undertake detailed planning and mobilisation (Jan 2022);
- b. Develop requirements, and assess As-Is business processes (Jan-Mar 2022);
- c. To-Be model development (April-May 2022);
- d. Potential solution / supplier investigation and option appraisal (March/April 2022);
- e. Determine recommended procurement approach (April 2022);
- f. Procurement phase planning (May 2022);
- g. Deliver Outline Business Case, this document, for future programme phases (June 2022).

Above tasks have now been completed.



There are multiple systems reaching end of contact or end of life, plus gaps in functionality that need solutions. Due to the number of different requirements, there will be multiple projects and project teams within the programme. As a result we will secure additional, time-limited resources to resource this work. The costs identified are to resources these teams.

The programme will be overseen by a programme board, with representatives from multiple areas of the organisation including: Housing and Landlord Services, ICT, Finance, Audit, Legal Services and Procurement Services.

### **Extending the use of the Civica / Salesforce systems**

Our housing services above are underpinned by a suite of business-critical systems. This includes four systems procured over the last 15 years and now owned by Civica. These form a “critical service” and are as follows:

1. Cx Housing – Housing management system added to Bristol’s estate in 2015 through a competitive process for the replacement of its housing management system. A 5+2-year contract with Civica was secured through a LASA framework. workarounds which have made the system fiddly and not easy to use, perhaps due to the configuration.
2. Civica APP – used in Housing to manage private landlords and their properties, but more widely used across BCC as a pure case management system. This is heavily used by Regulatory Services in particular. Support is as per (1) above. Current version has functional gaps and is reaching the end of life.
3. Keystone Asset Management – The application was initially procured to meet the requirements of the Housing Health and Safety Rating System (Housing Act 2004) in 2005 and help the council assess condition of its housing stock. It holds asset data, safety records and replacement dates for investment planning.
4. Abritas – Procured and implemented as Choice Based Lettings module in 2008 for Bristol City Council and over 14 housing associations, used to advertise and select tenants for vacant properties.

In addition:

5. BCC uses a Salesforce system (Click) to support our maintenance teams and their delivery of key services to tenants. This system is not integrated with our core housing systems above, which necessitates time consuming and unproductive workarounds. In addition, the current version / system deployment has significant functional shortfalls where it cannot properly cost jobs or schedule these automatically.
6. We have also identified a peripheral system, CDPSoft which also reaches end of contract in May-24. This is used within Housing Needs but is not integrated to our core housing systems. Again, this necessitates time consuming and unproductive workarounds and does not support the As-Is business functions.
7. Life Ray is the existing tenant portal which will be fully replaced as part of a new Digital app / portal, by the Delivery Partner.
8. RentSense is an existing, tactical, minor application that identifies poor payers / missed payments. This will be replaced by the reporting capability provided by the Delivery partner.



It is many years since we explored the market to identify the best possible software solutions for delivering housing services. This is a key factor in the decision to extend the use of Civica and other critical housing systems in the short term, whilst implementing an IT transformation programme that will manage a competitive procurement process. We need to ensure that our suite of systems enable both our aspirations for delivering high quality services, and compliance with financial and business practices. We aim to do this in the most cost- effective way whilst also ensuring flexibility to extend the arrangements if needed or to give notice on the contract.

### **Business Change and Transformation**

As a consequence of the replacement of old and outdated systems, business tasks and roles will inevitably change. We will be uplifting our technology from a baseline that will be over 10 years old when it is replaced, and the new systems will bring with them a much greater degree of automation. Whilst this will may result in seismic changes across housing, it should be recognised that a number of manual tasks will be replaced and the roles covering this tasks released for re-deployment.

At time of writing, this work has not yet started with the exception of some business and technical requirements clearly specifying a desire to replace workarounds with more automated systems. Full information on details of the positive changes we expect to deliver will be documented in the FBC later in 2022. This will be a combination of natural and opportunity changes.

Something about Common Activities and that role change / restructure is not in our scope – we’re looking for process change leading to productivity benefits, via task based change.

### **Expected Benefits**

Benefits will be identified and detailed (including and cost savings) during Phase Two, when we will be developing the future state model, including To-Be processes development and gap analysis versus our current As-Is ways of working.

With this in mind, whilst we have already identified a number of tangible benefits (fiscal and service / user satisfaction related), it is not possible to quantify these at present. These will be detailed in the FBC and we expect them to show a return on the investment being made. These include, but are not limited to the following:

- Infrastructure – there is currently a large annual charge incurred to support servers etc. that are needed to deliver the Housing systems. We expect this to reduce substantially when we migrate to a new, single, cloud based system;
- Licensing – current licensing is based on a per-seat model, whereas cloud based “systems as a service” utilise a concurrent usage model. We have a reasonable expectation, based on market testing and supplier evaluation exercises, that the per head cost for Housing systems will reduce;
- Resources – we have identified substantial tasks that are inherent to addressing process and system disconnects and shortfalls, as part of housing services provision, in the As-Is world. In addition, dedicated support is currently in place, to ensure that business and technology are able to deliver critical services. We reasonably expect that the current requirement for staff to be engaged in delivering these tasks will reduce, with the introduction of more efficient To-Be processes / new ways of working and improved systems which can automate a substantial number of these.
- Support – the contact centre (CSC) received 683,050 calls in the year 21/22. The Housing breakdown was as follows:
  - Estates – 47,190



- Repairs – 116,211
- Rents – 47,608

Whilst further analysis is needed (Phase Two activity), this is a key area where we will be targeting our digital service delivery platform: typically an agent will be handling 30-50 calls a day. We fully expect our new Digital apps and portals to significantly reduce the volume of Housing Services related calls to the Customer Service Centre, of the life of the contract with our Delivery Partner.

**NB:** it is important to note that the “burning platform” issue facing Housing is that all its critical service supporting systems reach End Of Support in 2024, all except Civica CX, will be End Of Life by that point and **must** be replaced. In addition, these are not currently capable of all the meeting regularity and legislative requirements for social housing and are already non-compliant.

Out of scope	Any risks/consequences associated with “Out of scope” items
<p>Any systems or business processes (and related change management) not listed in this document or our project and programme mandates as being within scope, will not be included. Business change outside of the Housing directorate is specifically excluded.</p> <p>Dependent on the evolving picture around the role of the programme in the wider transformation of Housing Services, as part of MFT and Common Activities. To be revised for the FBC.</p> <p>Extension of current contracts for Housing IT systems – these remain with their current owners and budget holders. They have been made aware of the programme timeline.</p> <p>Any proposed changes to this will be subject to Change Control, financial impact assessment and funding (where needed) and approval to change the scope given by the programme board.</p>	<p>None at present. The scope of the programme has been assessed at a more granular level and related or dependent systems and processes added to it’s scope (for example, all Click APP users, CDPSoft system).</p>





## 1.2 SMART Objectives

### 1.2.1 SMART Objectives for the overall Programme

	Specific	Measureable	Achievable	Relevant/Realistic	Timebound
1	New Housing systems platform, single operational database and updated business processes (“Future State”).	<ul style="list-style-type: none"> <li>i. Replacement systems for current services</li> <li>ii. New systems for new / updated business processes</li> <li>iii. Replacement / new systems for new areas (e.g. cross-BCC case management)</li> <li>iv.</li> </ul>	<ul style="list-style-type: none"> <li>a. Soft market testing in 2021 identified systems are which will meet our needs.</li> <li>b. Supplier &amp; Solutions Investigation in 2022 confirmed that several (approx 10) suppliers can provide systems and act as our delivery partner to ensure that the technology and change goals are achieved.</li> </ul>	<ul style="list-style-type: none"> <li>a. Soft Market Testing in 2021 and Supplier &amp; Solutions Investigation in 2022 confirmed that the programme outcomes are achievable.</li> </ul>	<ul style="list-style-type: none"> <li>a. Delivery by May-24</li> <li>b. Underway for all key business areas</li> <li>c. Completion TBC for new services / functions (e.g. Digital) by Q3 2024</li> <li>d. Legacy systems archiving and shutdown TBC, by Q3 2024</li> </ul>
2	Identification and appointment of a single delivery partner, for the above and using a single, modular technology platform.	<ul style="list-style-type: none"> <li>i. A competitive procurement process, using an appropriate govt framework will provide us with a realistic plan and complete audit trail.</li> </ul>	<ul style="list-style-type: none"> <li>a. Research indicates that the exercise can be completed in the time available, by Q4 2022.</li> <li>b. This has been supported / accelerated by early engagement with key suppliers in Q1 2022.</li> </ul>	<ul style="list-style-type: none"> <li>a. Soft Market Testing in 2021 and Supplier &amp; Solutions Investigation in 2022 confirmed that the programme outcomes are achievable.</li> </ul>	<ul style="list-style-type: none"> <li>a. Preferred supplier will be appointed at the conclusion of the procurement exercise, by Oct-22.</li> </ul>
3	Delivery of the future state – new technology,	<ul style="list-style-type: none"> <li>i. As-Is gap analysis, requirements gathering and To-Be model construction</li> </ul>	<ul style="list-style-type: none"> <li>a. Requirements gathering will complete in Apr-22, as will As-Is analysis.</li> </ul>	<ul style="list-style-type: none"> <li>a. Change planning will involve working closely with our business stakeholders to devise an achievable plan that</li> </ul>	<ul style="list-style-type: none"> <li>a. Some elements of the change plan will need new systems in place to complete delivery.</li> </ul>



business processes, change management and on-boarding etc.	has been instigated to identify changes that will be beneficial to BCC.	b. To-Be model construction, inc process maps to User Story level, started in Mar-22 and will complete in Jun-22.	delivers highest possible business benefits.	We expect this to complete by Q4 2024.
--	---	---	--	--

### 1.2.2 SMART Objectives for in-scope Projects

	Specific	Measureable	Achievable	Relevant/Realistic	Timebound
1	New Housing Management system and updated business processes	<ul style="list-style-type: none"> <li>i. System Requirements</li> <li>ii. Business Requirements</li> <li>iii. To-Be process model</li> <li>iv. New system design</li> <li>v. New system delivery</li> <li>vi. To-Be Model transition</li> </ul>	<ul style="list-style-type: none"> <li>i. Gather and MOSCOW technical and business requirements</li> <li>ii. Develop To-Be process model with SMEs</li> <li>iii. Investigate new solutions and partners</li> <li>iv. Dedicated procurement exercise to identify the preferred service and delivery partner</li> </ul>	<ul style="list-style-type: none"> <li>b. Priority – define need and alignment to BCC strategies (e.g. Digital First), govt stds and Compliance etc.</li> <li>c. As (a) above.</li> <li>d. Confirms that (a) and (b) can be delivered by an appropriate (e.g. capability and experience) supplier</li> <li>e. As per (a), ensures that we align to strategy and recommended a supplier who will deliver best services &amp; best value alongside business (productivity led) changes.</li> </ul>	<ul style="list-style-type: none"> <li>i. By end April-22</li> <li>ii. Level One (procurement ready) by end May-22, detail (use case / story detail level, where needed) by Sept-22.</li> <li>iii. Completed in Mar-22, to be added to procurement approach and plan by Jun-22.</li> <li>iv. To commence in Jun-22.</li> </ul>
2	New Case Management system and updated business processes	<ul style="list-style-type: none"> <li>i. System Requirements</li> <li>ii. Business Requirements</li> <li>iii. To-Be process model</li> <li>iv. New system design</li> <li>v. New system delivery</li> <li>vi. To-Be Model transition</li> </ul>	<ul style="list-style-type: none"> <li>i. Gather and MOSCOW technical and business requirements</li> <li>ii. Develop To-Be process model with SMEs</li> <li>iii. Investigate new solutions and partners.</li> <li>iv. Dedicated procurement exercise to identify the preferred service and delivery partner</li> </ul>	<ul style="list-style-type: none"> <li>i. Priority – define need and alignment to BCC strategies (e.g. Digital First), govt stds and Compliance etc.</li> <li>ii. As (a) above.</li> <li>iii. Confirms that (a) and (b) can be delivered by an appropriate (e.g. capability and experience) supplier</li> <li>iv. As per (a), ensures that we align to strategy and recommended a supplier</li> </ul>	<ul style="list-style-type: none"> <li>i. By end May-22</li> <li>ii. Level One (procurement ready) by Jun-22, detail (use case / story detail level, where needed) by Sept-22.</li> <li>iii. Completed in Mar-22, to be added to procurement approach and plan by Jun-22.</li> </ul>





				who will deliver best services & best value alongside business (productivity led) changes.	iv. To commence in Jun-22.
3	New Asset Management system and updated business processes	<ul style="list-style-type: none"> <li>i. System Requirements</li> <li>ii. Business Requirements</li> <li>iii. To-Be process model</li> <li>iv. New system design</li> <li>v. New system delivery</li> </ul> <p>To-Be Model transition</p>	<ul style="list-style-type: none"> <li>i. Gather and MOSCOW technical and business requirements</li> <li>ii. Develop To-Be process model with SMEs</li> <li>iii. Investigate new solutions and partners</li> <li>iv. Dedicated procurement exercise to identify the preferred service and delivery partner</li> </ul>	<ul style="list-style-type: none"> <li>i. Priority – define need and alignment to BCC strategies (e.g. Digital First), govt stds and Compliance etc.</li> <li>ii. As (a) above.</li> <li>iii. Confirms that (a) and (b) can be delivered by an appropriate (e.g. capability and experience) supplier</li> <li>iv. As per (a), ensures that we align to strategy and recommended a supplier who will deliver best services &amp; best value alongside business (productivity led) changes.</li> </ul>	<ul style="list-style-type: none"> <li>i. By end April-22</li> <li>ii. Level One (procurement ready) by end Jun-22, detail (use case / story detail level, where needed) by Sept-22.</li> <li>iii. Completed in Mar-22, to be added to procurement approach and plan by Jun-22.</li> <li>iv. To commence in Jun-22.</li> </ul>
4	New Housing Compliance system and updated business processes	<ul style="list-style-type: none"> <li>i. System Requirements</li> <li>ii. Business Requirements</li> <li>iii. To-Be process model</li> <li>iv. New system design</li> <li>v. New system delivery</li> <li>vi. To-Be Model transition</li> </ul>	<ul style="list-style-type: none"> <li>i. Gather and MOSCOW technical and business requirements</li> <li>ii. Develop To-Be process model with SMEs</li> <li>iii. Investigate new solutions and partners</li> <li>iv. Dedicated procurement exercise to identify the preferred service and delivery partner</li> </ul>	<ul style="list-style-type: none"> <li>i. Priority – define need and alignment to BCC strategies (e.g. Digital First), govt stds and Compliance etc.</li> <li>ii. As (a) above.</li> <li>iii. Confirms that (a) and (b) can be delivered by an appropriate (e.g. capability and experience) supplier</li> <li>iv. As per (a), ensures that we align to strategy and recommended a supplier who will deliver best services &amp; best value alongside business (productivity led) changes.</li> </ul>	<ul style="list-style-type: none"> <li>i. By end April-22</li> <li>ii. Level One (procurement ready) by end Jun-22, detail (use case / story detail level, where needed) by Sept-22.</li> <li>iii. Completed in Mar-22, to be added to procurement approach and plan by Jun-22.</li> <li>iv. To commence in Jun-22.</li> </ul>
5	New Housing maintenance scheduling and	<ul style="list-style-type: none"> <li>i. System Requirements</li> <li>ii. Business Requirements</li> <li>iii. To-Be process model</li> </ul>	<ul style="list-style-type: none"> <li>i. Gather and MOSCOW technical and business requirements</li> <li>ii. Develop To-Be process model with SMEs</li> </ul>	<ul style="list-style-type: none"> <li>i. Priority – define need and alignment to BCC strategies (e.g. Digital First), govt stds and Compliance etc.</li> <li>ii. As (a) above.</li> </ul>	<ul style="list-style-type: none"> <li>i. By end Mar-22</li> <li>ii. Level One (procurement ready) by end May-22, detail</li> </ul>



	costing system and updated business processes	<ul style="list-style-type: none"> <li>iv. New system design</li> <li>v. New system delivery</li> <li>vi. To-Be Model transition</li> </ul>	<ul style="list-style-type: none"> <li>iii. Investigate new solutions and partners</li> <li>iv. Dedicated procurement exercise to identify the preferred service and delivery partner</li> </ul>	<ul style="list-style-type: none"> <li>iii. Confirms that (a) and (b) can be delivered by an appropriate (e.g. capability and experience) supplier</li> <li>iv. As per (a), ensures that we align to strategy and recommended a supplier who will deliver best services &amp; best value alongside business (productivity led) changes.</li> </ul>	<ul style="list-style-type: none"> <li>(use case / story detail level, where needed) by Sept-22.</li> <li>iii. Completed in Mar-22, to be added to procurement approach and plan by Jun-22.</li> <li>iv. To commence in Jun-22.</li> </ul>
6	New Housing Needs system and updated business processes	<ul style="list-style-type: none"> <li>i. System Requirements</li> <li>ii. Business Requirements</li> <li>iii. To-Be process model</li> <li>iv. New system design</li> <li>v. New system delivery</li> <li>vi. To-Be Model transition</li> </ul>	<ul style="list-style-type: none"> <li>i. Gather and MOSCOW technical and business requirements</li> <li>ii. Develop To-Be process model with SMEs</li> <li>iii. Investigate new solutions and partners</li> <li>iv. Dedicated procurement exercise to identify the preferred service and delivery partner</li> </ul>	<ul style="list-style-type: none"> <li>i. Priority – define need and alignment to BCC strategies (e.g. Digital First), govt stds and Compliance etc.</li> <li>ii. As (a) above.</li> <li>iii. Confirms that (a) and (b) can be delivered by an appropriate (e.g. capability and experience) supplier</li> <li>iv. As per (a), ensures that we align to strategy and recommended a supplier who will deliver best services &amp; best value alongside business (productivity led) changes.</li> </ul>	<ul style="list-style-type: none"> <li>i. By end April-22</li> <li>ii. Level One (procurement ready) by end Jun-22, detail (use case / story detail level, where needed) by Sept-22.</li> <li>iii. Completed in Mar-22, to be added to procurement approach and plan by Jun-22.</li> <li>iv. To commence in Jun-22.</li> </ul>
7	New Housing Digital (tenant) app / portal / system and updated business processes	<ul style="list-style-type: none"> <li>i. System Requirements</li> <li>ii. Business Requirements</li> <li>iii. To-Be process model</li> <li>iv. New system etc. design</li> <li>v. New system etc. delivery</li> <li>vi. To-Be Model transition</li> </ul>	<ul style="list-style-type: none"> <li>i. Gather and MOSCOW technical and business requirements</li> <li>ii. Develop To-Be process model with SMEs</li> <li>iii. Investigate new solutions and partners</li> <li>iv. Dedicated procurement exercise to identify the preferred service and delivery partner</li> </ul>	<ul style="list-style-type: none"> <li>i. Priority – define need and alignment to BCC strategies (e.g. Digital First), govt stds and Compliance etc.</li> <li>ii. As (a) above.</li> <li>iii. Confirms that (a) and (b) can be delivered by an appropriate (e.g. capability and experience) supplier</li> <li>iv. As per (a), ensures that we align to strategy and recommended a supplier who will deliver best services &amp; best</li> </ul>	<ul style="list-style-type: none"> <li>i. By end Mar-22</li> <li>ii. Level One (procurement ready) by end May-22, detail (use case / story detail level, where needed) by Sept-22.</li> <li>iii. Completed in Mar-22, to be added to procurement approach and plan by Jun-22.</li> <li>iv. To commence in Jun-22.</li> </ul>



				value alongside business (productivity led) changes.	
8	New Housing Reporting tools and updated business processes	<ul style="list-style-type: none"> <li>i. System Requirements</li> <li>ii. Business Requirements</li> <li>iii. To-Be process model</li> <li>iv. New system design</li> <li>v. New system delivery</li> <li>vi. To-Be Model transition</li> </ul>	<ul style="list-style-type: none"> <li>i. Gather and MOSCOW technical and business requirements</li> <li>ii. Develop To-Be process model with SMEs</li> <li>iii. Investigate new solutions and partners</li> <li>iv. Dedicated procurement exercise to identify the preferred service and delivery partner</li> </ul>	<ul style="list-style-type: none"> <li>i. Priority – define need and alignment to BCC strategies (e.g. Digital First), govt stds and Compliance etc.</li> <li>ii. As (a) above.</li> <li>iii. Confirms that (a) and (b) can be delivered by an appropriate (e.g. capability and experience) supplier</li> <li>iv. As per (a), ensures that we align to strategy and recommended a supplier who will deliver best services &amp; best value alongside business (productivity led) changes.</li> </ul>	<ul style="list-style-type: none"> <li>i. By end Mar-22</li> <li>ii. Level One (procurement ready) by end May-22, detail (use case / story detail level, where needed) by Sept-22.</li> <li>iii. Completed in Mar-22, to be added to procurement approach and plan by Jun-22.</li> <li>iv. To commence in Jun-22.</li> </ul>
9	New Housing Management (private landlords) system and updated business processes	<ul style="list-style-type: none"> <li>i. System Requirements</li> <li>ii. Business Requirements</li> <li>iii. To-Be process model</li> <li>iv. New system design</li> <li>v. New system delivery</li> <li>vi. To-Be Model transition</li> </ul>	<ul style="list-style-type: none"> <li>i. Gather and MOSCOW technical and business requirements</li> <li>ii. Develop To-Be process model with SMEs</li> <li>iii. Investigate new solutions and partners</li> <li>iv. Dedicated procurement exercise to identify the preferred service and delivery partner</li> </ul>	<ul style="list-style-type: none"> <li>i. Priority – define need and alignment to BCC strategies (e.g. Digital First), govt stds and Compliance etc.</li> <li>ii. As (a) above.</li> <li>iii. Confirms that (a) and (b) can be delivered by an appropriate (e.g. capability and experience) supplier</li> <li>iv. As per (a), ensures that we align to strategy and recommended a supplier who will deliver best services &amp; best value alongside business (productivity led) changes.</li> </ul>	<ul style="list-style-type: none"> <li>i. By end May-22</li> <li>ii. Level One (procurement ready) by end Jun-22, detail (use case / story detail level, where needed) by Sept-22.</li> <li>iii. Completed in Mar-22, to be added to procurement approach and plan by Jun-22.</li> <li>iv. To commence in Jun-22.</li> </ul>
10	New Housing systems single operational database and	<ul style="list-style-type: none"> <li>i. System Requirements</li> <li>ii. Business Requirements</li> <li>iii. To-Be process model</li> <li>iv. New system design</li> </ul>	<ul style="list-style-type: none"> <li>i. Gather and MOSCOW technical and business requirements</li> <li>ii. Develop To-Be process model with SMEs</li> </ul>	<ul style="list-style-type: none"> <li>i. Priority – define need and alignment to BCC strategies (e.g. Digital First), govt stds and Compliance etc.</li> <li>ii. As (a) above.</li> </ul>	<ul style="list-style-type: none"> <li>i. By end Apr-22</li> <li>ii. Level One (procurement ready) by end Jun-22, detail (use case / story detail level, where needed) by Sept-22.</li> </ul>



	cleansed business data	v. New system delivery vi. To-Be Model transition	iii. Investigate new solutions and partners iv. Dedicated procurement exercise to identify the preferred service and delivery partner	iii. Confirms that (a) and (b) can be delivered by an appropriate (e.g. capability and experience) supplier iv. As per (a), ensures that we align to strategy and recommended a supplier who will deliver best services & best value alongside business (productivity led) changes.	iii. Completed in Mar-22, to be added to procurement approach and plan by Jun-22. iv. To commence in Jun-22.
--	------------------------	--	--	--	---

Protected



## 2. Options Appraisal Summary

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	Outcome #1: New Strategic Housing System & tools	Outcome #2: Updated To-be business processes & practices	Outcome #3: New digital citizen facing service delivery	Outcome #4: Single, cleansed & accurate operational database	Risk level	Total New Costs (22/23) £'000s	FY 23/24	Ongoing costs (annual S&M)	Confidence level	Equalities Impact
<input type="checkbox"/>	1 Do Nothing	N	Partial	N	N	H	£380,000	£694,000	£5,860,000	75%	Neutral
<input type="checkbox"/>	2 Direct Award to an Existing Supplier (Do Something)	Y	Y	Partial	Partial	M	£1,398,318	£3,950,714	£5,860,000	50%	Positive
<input checked="" type="checkbox"/>	3 Competitive Tender to Identify and Appoint a Preferred Supplier (Do Everything)	Y	Y	Y	Y	M	£1,398,318	£3,150,247	£4,411,052 est.	50%	Positive

Page 403



## 2.1 Option One: Retain current Civica / Salesforce / CDP systems and extend support where possible: “Do Nothing”

*Confidence Level – 0%. Current systems are not able to support the business, contain elements which should not be used by government and cannot deliver our current regulatory needs.*

This would see BCC retain its current housing systems, look to extended support for these beyond 2024 and either heavily customise these to support the business functions or accept and retain the current shortcomings.

This is not a viable option for BCC Housing for the following reasons:

- a. Current systems do not support the As-Is business process and have critical functional shortcomings that current technology cannot address;
- b. Current systems and technologies are reaching End of Life in 2024;
- c. Some component parts of current systems and technologies have reached end of life, are out of manufacturer support and should not be used by local or central government organisation;
- d. The current systems are not compliant with govt regulations etc. For example, building compliance changes post-Grenfell could not be accommodated and resulted in more manual workarounds.
- e. Current databases and data underpinning the above are separate, fragmented, and unable to provide us with a “single version of the truth”. These combine to form a critical data quality and integrity challenge for BCC;
- f. Current systems and technologies do not support the IT Strategy, especially Digital First and are unable of doing so.

This would not be a simple or Low-Cost option as key elements of the current systems cannot be (fully) supported or integrated. Business needs would not be met, frustrations would persist, and productivity would continue to be impacted by workarounds etc.

There would be tangible dis-benefits to this Option (e.g. skilled and experienced staff leave / move to non-Housing BCC roles, exponential increase in support costs for fragmented systems and data). The impact on housing staff morale should also be considered as well as the reputational risk for BCC, as it’s service provision to tenants falls behind what is offered by other similar organisations.

This would be the lowest immediate cost option, but only in the short term: replacing outdated systems and updating old business processes will only be more expensive in longer term.

No saving would be delivered by this approach and given the issues presented above, we would not consider this to be viable option for BCC.

As the current programme would cease if this Option were to be adopted, the identified business requirements and opportunity for increased productivity etc. via business change opportunities would not be delivered.



## 2.2 Option Two: Direct Award to an Existing Supplier and migrate to their new Housing Technology platform: “Do Something”

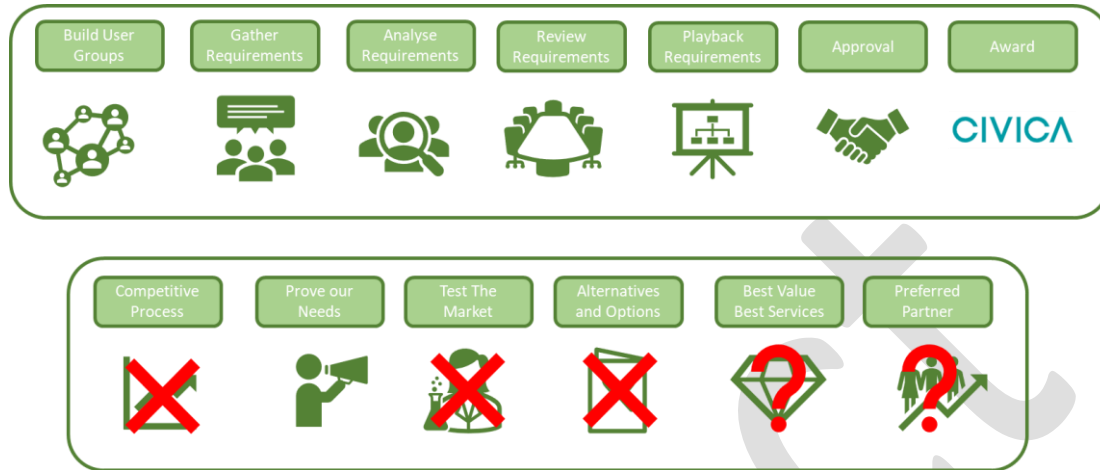


Fig.1 Overview of Phase One activities (top) and supplier identification and appointment process (below). For non-procurement options, “X” indicates step omitted whilst “?” indicates benefits / outcomes are questionable.

Confidence level – 50%.

*Uplifting to the new Civica cloud-based application platform would possibly meet our business and technical requirements. However it is impossible to clarify this without market testing or a similar detailed evaluation.*

*This option would be partially support of business change / transformation. The incumbent supplier does not include delivery of this in the Agreement and it is not within the scope of works agreed for the next two years. In addition, the current systems are not viewed in the most positive light by our staff, due to age / functionality and a significant amount of their time has been dedicated to document our requirements etc., under the assumption that there would be a competitive processes to identify the best delivery partner for technology and change.*

*This option could enable Housing to align its technology to the BCC corporate IT strategy – single supplier, single solution platform, cloud-based and digital first.*

This would see BCC retain its current majority supplier for housing systems and migrate several non-Civica systems to their equivalents within this platform as well as still needing to complete key business and technical projects alongside this, as part of delivery. For example, data cleansing, reporting, digital tenant platform but not To-Be business change.

**Probable Disadvantages:**

The current agreement with Civica does not cover a number of the initiatives and projects within current scope for the programme.

This is an option that could be considered as Secondary, but not Preferred for the following reasons:

- a. We would be trusting an existing supplier to deliver new services, without any market testing or the robust due diligence that a procurement would give.
- b. Non-Civica systems and business functions would need to integrate to scope and solution / service. The current systems are not a cloud-based service, but are ‘old world’, on-premise,



- installed on BCC infrastructure systems. The challenge of migrating to a cloud-based service will be a significant activity for the programme, irrespective of supplier and include:
- i. Data cleansing and migration of multiple data sources to a single operational database.
  - ii. Comprehensive reporting solution – fixed reports, dashboards and ad hoc reporting.
  - iii. Digital portals – forms and processes.
  - iv. CLICK (Salesforce maintenance system) – own front end and dedicated database etc.
  - v. CDPSoft – specific and separate case management system for Housing Needs (and others)
  - vi. APP (Civica, but widely used outside of Housing) – case management system for Reg Services, CSC and Housing Management (private landlords only).
- c. Digital front-end apps and portals are not part of the current service provision and are new to BCC.
- i. This would require a new completely new agreement for new service.
  - ii. No cost or time would be saved via a direct as this is a new, “standing start” project.
- d. Business change scope would not change and may become more difficult to deliver.
- i. Civica systems do not currently enjoy the confidence of the staff who use them. Whilst this is not strictly fair, as BCC did not choose a unified approach in 2015, the poor impression of Civica remains a hurdle.
  - ii. Civica does not include the delivery partner activities needed, as part of the current agreement.
- e. We would not test the market or identify alternatives solutions and partners.
- i. Our needs will not be tested by market, and we run the Risk of customising a solution that may not be the best fit with associated cost and time concerns.
  - ii. It is highly likely that we would not achieve Value for Money as cost comparison and bench marking would not be possible.
- f. Some applications and systems are nominally at a current / more recent level than their go-live data would suggest, however:
- i. BCC Housing technology is still in silos and running on physical servers in a data centre;
  - ii. This limits functionality and our ability to improve the current offering significantly.
- g. Migration to new Cloud Platform would be complex and time consuming
- i. Any new solution carries this Risk, and it would not be mitigated by a direct award.
  - ii. Current Civica and Salesforce systems are disparate and installed in BCC data centres – it’s highly unlikely that we would save any system migration time / cost, if we move straight to the Civica cloud.
- h. Contract re-negotiation would consume time planned for procurement.
- i. Current two-year agreement does not cover design / build / test costs for the strategic solution we require.
  - ii. Some new licensing is included but not for the business-critical Digital outcomes or for aligned systems such as CDPSoft etc.
  - iii. A completely new Agreement would be required, as part of a Direct Award.

**Please Note:** we would welcome Civica or Salesforce (but not a combination) as the Preferred Supplier if they had been awarded this following a competitive procurement. This would provide assurance to the programme, our stakeholders and the wider business that the best supplier had been selected to meet our needs.

Business Change and Transformation: potential drawbacks





In addition to the above, it would be much more difficult to deliver the business change needed to move to our preferred To-Be model(s). In order to do this, the programme would need to continue in its current form but with more focus on ensuring that the uplift was focused on value-based change as much as new technology. This would be at least as complex as the introduction of a new system / new supplier and requires as much time, effort and cost as these. This would also define the approach, if Civica were to the proposed competitive procurement.

#### Possible Advantages:

The advantages of a direct award to Civica would be as follows:

- i. Market leading supplier – we have engaged with Civica as part of our soft market testing in 2021 and our pre-procurement, solution investigation activities in 2022 because they are one of the largest suppliers of technology solutions to UK local government. They have proven services in use with Housing departments of comparable local authorities and housing associations, over 10 at time of writing.
- ii. Procurement – we would save the costs associated with a competitive tender process. These are not significant (less than £50k) when compared to the benefits of challenging and testing a supplier’s proposed solution, and the Risk of not doing so (e.g. transporting existing issues to the new system).
- iii. Customer knowledge – Civica are aware of issues and pain points related to the existing Housing systems and may be able to resolve these more quickly than a new supplier. However, they would face the same issues as a new supplier in integrating disparate systems to one platform, data cleansing and migration and (new) digital services.

We are concerned that adopting this option could lead to a large amount of “bolt on” functionality, with a need for more interfaces and customisation. Also that this would tie BCC into a long-term agreement with a supplier whose proposed services have not been thoroughly market tested via a competitive tender process.

Should Civica emerge from this as the winner of our procurement exercise, we would have no issue recommending them as the preferred supplier. This would confirm that Civica had demonstrated their capability to work with us to deliver both transformative change and the strategic technology platform that Housing requires to support our future state.

## 2.3 Option Three: Competitive Tender to identify a and appoint a Preferred Supplier: “Do Everything”

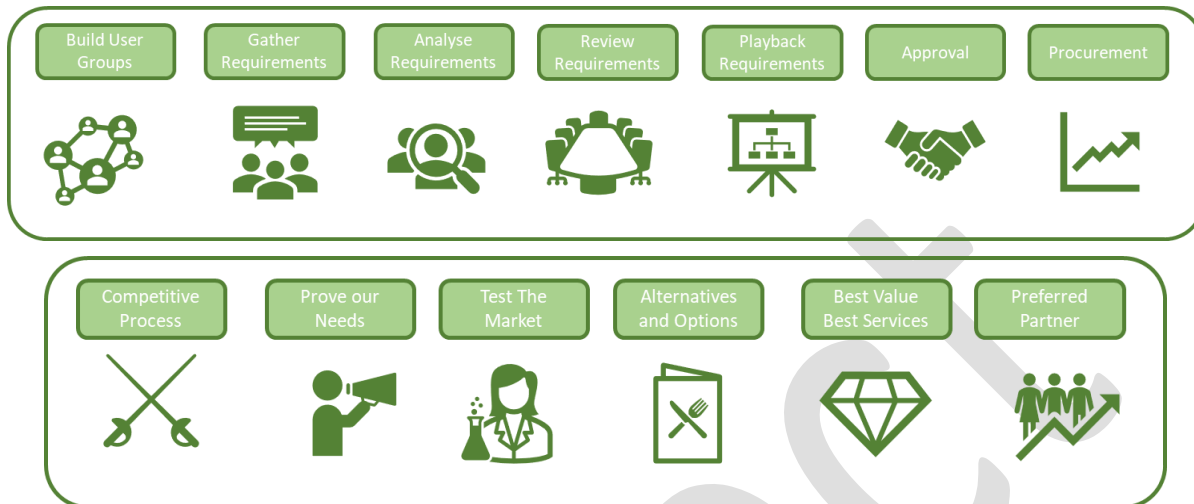


Fig.2 Overview of Phase One activities (top) and supplier identification and appointment process (below). Procurement steps read from left to right. Preferred partner will be the delivery partner for implementation (change and technology)

### Confidence level – 75%.

*This option would enable us to market test both our requirements and a variety of services and technology available from industry leading suppliers. At the same time, we will carry out a deep dive analysis and assessment of our future business need, using this to define our To-Be business process model and identify the scale of change needed to deliver this.*

*In this way, we will design and construct the most effective service delivery model for BCC, as well as delivering the new technology needed to support this. This will ensure that at the completion of the programme, BCC Housing service delivery is as effective as it can be and delivers the most appropriate services to Bristol citizens in the best possible way, using most productive processes, people and technology.*

*Market testing via a competitive procurement also means that we can be confident that these are delivered at the best price point and adhere to the UK government tenet of Value For Money. The information we garner as part of the procurement will enable us to compile a comprehensive, full business case, with a range of costed options encompassing system and business change.*

*This Option represents our best method of achieving the above and aligning Housing directly with BCC business and IT strategies including strategic supplier / partner, single solution platform, cloud-based systems and Digital First as well as compliance and moving our processes to industry / sector best practice.*

### Overview

This Option, which we recommend, would see BCC completing a thorough assessment of its business and user needs, identifying and then delivering both the new technology and change needed to realise these.

To achieve this, we propose the following:

- i. Analyse the As-Is business processes and document business requirements such that current functional and process gaps identified can be resolved;



- ii. As part of the above, document and analyse technical requirements that would support the future business process model (To-Be) and ensure that any business needs and requirements can be met.
- iii. With our business users / SMEs, and through contact with our user groups, ensure that the business process change, and new technology supports the needs of Housing tenants and the citizens of Bristol (To-Be);
- iv. Ensure that new technology and Housing service delivery is fully aligned to and supports BCC IT and business strategies, including Digital First;
- v. Ensure that both processes and supporting systems adhere to the core tenets:
  - a. Stable – highly performant systems, that require minimal maintenance and have a route map in place to deliver future benefits and improvements;
  - b. Scalable – technology and processes that can adapt to changing business and tenant needs, with zero customisation. Able to easily adapt to growing and changing Housing needs, internally and in direct support of new and emerging citizen
  - c. Secure – ensure that technology is secure, does not include any vulnerabilities and meets all applicable standards to ensure that our citizen and staff data is secure. Support our security strategy and be able to maintain a strict routine of regular vulnerability checks. Comply with all applicable UK government legislation and compliance standards.
  - d. Value For Money – deliver fit for purpose service delivery processes and supporting systems, applications and data at the best possible price point, through competitive tender and rigorous negotiation. Put in place a single point of contact service management process, for ongoing (preferred) supplier interaction throughout the life of the Agreement.
- vi. Detail and then deliver the business change journey needed to transform both Housing processes and its systems, through replacement of outdated and reductant / end of life technology and introduction of appropriate replacements supporting fit for purpose, client-centric service delivery processes.

The key difference between this and Option Two is the inclusion of a competitive procurement exercise. We do not believe that this will increase our costs in relation to a direct award, as the additional Due Diligence and Change Management effort needed for Option One equates to the time and resources needed to conduct a procurement exercise.

In addition, we believe that this option, will enable us to identify the supplier that will be most able to work with us to deliver our business transformation opportunities with an equal focus that of any new technology.

Savings related to transformation will be fully documented in the full business case, which points (i) and (ii) above are expected to identify.

#### Competitive Procurement

The type of solution to competitive tendering will vary depending on several factors. These factors may include; the type of industry, the complexity of the product, the price of the purchase, whether the purchase is a one-off or a long-term supply relationship. We are currently working with our Procurement Manager and the wider team to define the best approach and most suitable government framework for BCC.

In advance of this, we have:



1. Conducted thorough research of the purchasing requirement and/or alternatives.
  - a. Evaluated extension and Direct Award options, to current suppliers as summarised in this document.
  - b. We carried out thorough Soft Market testing in 2021, reviewing existing and potential solutions and services;
  - c. We have conducted a second, solution and supplier investigation and evaluation exercise in 2022. In this, we have met with the Top Five suppliers in our sector, discussed requirements and evaluated potential solutions to these.

In doing this, we have instigated beneficial open communications with current and potential suppliers. This will support us building relationships with these potential partners, where our future purchasing decision will be based on a strong relationship of trust. Developing a long-term and healthy relationship with a reputable supplier will be fundamental to the success of the programme.

#### Known advantages of competitive tendering

We expect that a formal, competitive procurement will have the following benefits for BCC:

1. Due diligence: providing the best possible Value For Money outcome, by promoting competition between suppliers;
2. Drive costs: in the form of price reductions, better service, higher quality products or other value adds. Future costs may not be lower than current, but future value and ROI will be higher;
3. Compliance and regulatory requirements can be “baked in”, particularly if using an approved framework and means suppliers help us to meet legislative obligations, by default;
4. Helping our organisation to understand what alternatives and options are available in the marketplace;
5. Keeping any current supplier on their toes;
6. Being able to drive the agenda on our terms not those of the suppliers;
7. Involving key stakeholders in the selection process to obtain their buy in and approval, simplifying the path to appointing a preferred supplier;
8. Commitment from the potential suppliers’ side for wanting to run the process formally and fairly: expecting their time and resources in exchange for the opportunity to put forward the best case for their services;
9. Commitment from our side, by demonstrating our seriousness to the potential suppliers by investing time and resources in a formal process;
10. Provides a comprehensive audit trail that shows review and selection processes, if challenged.
11. Helps maintaining an overall competitive marketplace for BCC services, with companies fighting for our business.

And in addition:

13. Market tests our business and technical requirements and our future state aspirations (To-Be) for reasonableness and achievability, versus the current market for services and technology;
14. Ensures that the business need is fully formed and understood through challenge from and clarification sessions with potential suppliers.

Though use of a formal procurement process, whose transparency that mitigates favouritism and corruption, and adheres to BCC social values.



## Preferred Option(s)

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

Page 411

<b>PRIMARY Preferred Option</b>
(3) Competitive Tender to Identify and Appoint a Preferred Supplier
<b>Would the delivery of this option be different to what was described in the Mandate / approved Budget (as applicable)?</b>
No
<b>Financial profile (£'000s)</b>
Costs are based on current information available for a Microsoft D365 solution. This represents the highest indicative cost for a solution we have received to date but is not an indication of the preferred solution. This would be subject to the full procurement exercise referred to in this document.

<b>SECONDARY Preferred Option</b>
(2) Direct Award to an Existing Supplier (Do Something)
<b>Would the delivery of this option be different to what was described in the Mandate / approved Budget (as applicable)?</b>
Yes
<b>Financial profile (£'000s)</b>
Costs are based on current indicative information available for a Civica solution, where we replace other supplier systems with the Civica equivalent and uplift current systems to the latest cloud based versions. Assumes a direct award, no procurement.



Total Project Financial Summary: Estimated Costs for primary preferred option										
£'000s	1	2	3	4	5	6	7	8	9	Total
	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	YY/YY	
Total new/ chargeable costs	£ -	£ 1,165	£ 2,625	£ 73	£ -	£ -	£ -	£ -	£ -	£ 3,863
One -off contingency ( tolerance)	£ -	£ 233	£ 525	£ -	£ -	£ -	£ -	£ -	£ -	£ 758
Total opportunity/ non-chargeable costs	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<b>One-off costs</b>	<b>£ -</b>	<b>£ 1,398</b>	<b>£ 3,150</b>	<b>£ 73</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ 4,621</b>
Ongoing costs (incl. contingency)	£ -	£ -	£ 441	£ 882	£ 882	£ 883	£ 883	£ 441	£ -	£ 4,411
Funding already available	£ -	£ -	£ -383	£ -766	£ -766	£ -766	£ -766	£ -383	£ -	£ -3,830
<b>Ongoing</b>	<b>£ -</b>	<b>£ -</b>	<b>£ 58</b>	<b>£ 116</b>	<b>£ 116</b>	<b>£ 117</b>	<b>£ 117</b>	<b>£ 58</b>	<b>£ -</b>	<b>£ 581</b>
<b>Net total</b>	<b>£ -</b>	<b>£ 1,398</b>	<b>£ 3,209</b>	<b>£ 188</b>	<b>£ 116</b>	<b>£ 117</b>	<b>£ 117</b>	<b>£ 58</b>	<b>£ -</b>	<b>£ 5,202</b>
<b>Cumulative net total</b>	<b>£ -</b>	<b>£ 1,398</b>	<b>£ 4,607</b>	<b>£ 4,795</b>	<b>£ 4,911</b>	<b>£ 5,027</b>	<b>£ 5,144</b>	<b>£ 5,202</b>	<b>£ 5,202</b>	
Check										TRUE

**Confidence level in savings delivery and justification**

Medium – programme has yet to complete procurement and expects this to rise to High Confidence when a supplier has been identified and costs confirmed. Staff have been heavily engaged in the programme to date and are optimistic and eager for change, especially regarding new technology / delivery partner.

Savings related to move from physical infrastructure to Cloud are TBC until procurement completes.

Savings in the table above relate to known current costs related to Housing IT provision.

**Risk profile of option**

**Overall risk level: Medium**

**Key risks associated with option:**

Total Project Financial Summary: Estimated Costs for secondary option (Direct Award)										
£'000s	1	2	3	4	5	6	7	8	9	Total
	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	YY/YY	
Total new/ chargeable costs	£ -	£ 1,165	£ 3,292	£ 73	£ -	£ -	£ -	£ -	£ -	£ 4,530
One -off contingency ( tolerance)	£ -	£ 233	£ 658	£ -	£ 3	£ -	£ -	£ -	£ -	£ 894
Total opportunity/ non-chargeable costs	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<b>One-off costs</b>	<b>£ -</b>	<b>£ 1,398</b>	<b>£ 3,951</b>	<b>£ 73</b>	<b>£ 3</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ 5,424</b>
Current Housing IT Support costs (from 21/22)	£ -	£ -	£ -	£ 1,173	£ 1,173	£ 1,173	£ 1,173	£ 1,173	£ -	£ 5,865
Gross savings (incl. contingency)	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<b>Ongoing</b>	<b>£ -</b>	<b>£ -</b>	<b>£ -</b>	<b>£ 1,173</b>	<b>£ 1,173</b>	<b>£ 1,173</b>	<b>£ 1,173</b>	<b>£ 1,173</b>	<b>£ -</b>	<b>£ 5,865</b>
<b>Net total</b>	<b>£ -</b>	<b>£ 1,398</b>	<b>£ 3,951</b>	<b>£ 1,245</b>	<b>£ 1,176</b>	<b>£ 1,173</b>	<b>£ 1,173</b>	<b>£ 1,173</b>	<b>£ -</b>	<b>£ 11,289</b>
<b>Cumulative net total</b>	<b>£ -</b>	<b>£ 1,398</b>	<b>£ 5,349</b>	<b>£ 6,594</b>	<b>£ 7,770</b>	<b>£ 8,943</b>	<b>£ 10,116</b>	<b>£ 11,289</b>	<b>£ 11,289</b>	
Check										TRUE

**Confidence level in savings delivery and justification**

Medium – numerous issues with incumbent systems and the supplier(s) of these, and poor staff perceptions re: functionality / fitness for purpose will remain.

Assurance expected from a procurement will not be available.

Savings in the table above relate to known current costs related to Civica and their current IT services provision.

**Risk profile of option**

**Overall risk level: Medium**

**Key risks associated with option:**





1. Time: there is a Risk that we may be able to deliver all new systems and associated change by May-24.
2. Cost: there is Risk that current requested budget may be insufficient to deliver the full programme deliverables / benefits.
3. Quality: there is a Risk that the preferred supplier may not be able to deliver all technology and services to expected levels of quality.

1. Reputation: there is a Risk that current (low) levels of confidence in Civica-supplied systems may impact on delivery. Significant staff time and efforts have been devoted to requirements gathering and process analysis in expectation of a competitive tender.
2. Time: there is a Risk that we may be able to deliver all new systems and associated change by May-24.
3. Cost: there is Risk that current requested budget may be insufficient to deliver the full programme deliverables / benefits.
4. Quality: there is a Risk that the preferred supplier may not be able to deliver all technology and services to expected levels of quality.
5. Quality #2: there is a Risk that the change opportunities will not be realised through a direct award, where current systems are replaced with an improved version of the present state.

**Contingency options to mitigate risks and raise confidence level**

1. Time Mitigation:
  - a. Delivery will be staged and prioritised, additional extension with Civica agreed in principle if support is needed after May-24 (12m maximum).
2. Cost Mitigation:
  - b. Our research indicates that the cost spread gives a reasonable expectation of costs and tangible benefits. These will be fully qualified in the FBC, post-procurement.

**Contingency options to mitigate risks and raise confidence level**

1. Reputation Mitigation:
  - a. Greater resources (at a higher cost) will need to be devoted to change management and training to ensure that users regain confidence in the system.
2. Time Mitigation:
  - a. Delivery will be staged and prioritised, additional extension with Civica agreed in principle.
3. Cost Mitigation:



- 3. Quality: Mitigation: outcomes and deliverables, including change and transformation will form part of the delivery partner’s contract. These will be financially incentivised milestones.
  - a. Delivery will be staged and prioritised, according to business need.
  - b. Change management will be collaboratively managed with our internally teams, and inherent within the design configuration of new systems and services.
  - c. All BCC requirements will be contractual deliverables with associated milestone payments, contract will include SLA provide compensation for missed targets, liquidated damages (where these impact other activities) will also be included. Delivery plan will also form part of our contract with the supplier.

- a. Following a direct award, we would work with the supplier to confirm delivery and ongoing costs, and these would be presented in the final business case.
- b. Lack of a competitive process severely restricts our ability to challenge supplier costs.
- 4. Quality Mitigation:
  - a. All requirements will be contractual deliverables with associated milestone payments, contract will include SLA provide compensation for missed targets, liquidated damages (where these impact other activities) will also be included. Delivery plan will also form part of our contract with Civica.
- 5. Quality #2 Mitigation:
  - a. We will include as many non-technical requirements as part of the contract and accept the unchallenged costs put forward by Civica as supplier and integrator.

**Any residual shortfall against committed savings?**

**Not Applicable** at this stage – no committed savings at present

Any technology and services savings (against current Housing Systems costs) will be identified as part of the planned procurement exercise when suppliers will provide costs as part of their submitted bids at the end of our procurement. These will be market tested, competed and comparable against current systems costs. The outcome of this exercise will be included in the Final Business Case.

**Any residual shortfall against committed savings?**

**Not Applicable** at this stage – no committed savings at present

It is possible that Civica may offer some discounts against list price but in the absence of a competition, it is not possible to say if these would represent Value for Money. As Civica would replace other suppliers’ systems with their own equivalent, the current annual charges would increase.

Additional services now needed will come at an additional cost.





Any business / operational savings (and associated benefits e.g. productivity) will be identified as part of our To-Be process development work, in Phase Two, and included in the Final Business Case.

**Key milestones for the Full Business Case stage**

- Apr-22: Requirements gathering, and analysis completed
- Apr-22: As-Is analysis completed
- May-22: To-Be Level One – Level Two models and processes models drafted
- Jun-22 Procurement
- Sept-22 Procurement competition completes – submissions received
- Oct-22 Preferred Supplier (delivery partner) identified
- Nov-22 Full business case completed
- Dec-22 Full business case approved

**Lessons Learned from similar projects/initiatives**

[BCC Lessons Learned](#)

Salient LL that we have incorporated in the programme approach and plan include:

- Moving Forward together: Engagement with senior stakeholders including Cabinet member and Cllrs achieved a high level of support for the programme;

As a Direct Award places the supplier in a position of strength, we do not expect to realise any savings related to technology.  
Any business / operational savings (and associated benefits e.g. productivity) will be identified as part of our To-Be process development work, in Phase Two, and included in the Final Business Case.

**Key milestones for the Full Business Case stage**

- Apr-22: Requirements gathering, and analysis completed
- Apr-22: As-Is analysis completed
- May-22: To-Be Level One – Level Two models and processes models drafted
- Jun-22 – Sept-22 Discovery with Civica
- Sept-22 Contract agreed in principle
- Oct-22 Contract negotiation,
- Nov-22 Full business case completed
- Dec-22 Full business case approved

**Lessons Learned from similar projects/initiatives**

[BCC Lessons Learned](#)

Salient LL that we have incorporated in the programme approach and plan include:

- Moving Forward together: Engagement with senior stakeholders including Cabinet member and Cllrs achieved a high level of support for the programme;



- Risk Management Database: Stakeholder engagement, collaborative working, Workshops, Project Team support;
  - Finance System Hosting: Team working and relationships across all areas involved in the project, Clear scope from inception, Positive relationship with Procurement, Regularity of project meetings, Good relationship with the legal team, Governance of the Project Board and decisions made quickly;
  - Housing (UI) Programme: Prioritisation in testing of key business processes to provide supplier, dedicated flexible project team, opportunity seen to increase the scope of the project / programme and continue delivering positive change in Housing.
- In addition, LL from earlier projects and programmes such as CX (Housing Management) noted that:
- Customisation should be avoided wherever possible as this increases time to deliver and cost;
  - The preferred route to market / a delivery partner should be through competitive procurement;
  - Adoption of market / sector “best practice” can be better than building or retaining bespoke ways of working.

**Summary of Equalities impact**

No change – completed and approved as part of the Mandate in Dec-21. A revised Equalities Impact will be completed with the Preferred Supplier as part of the Discovery and Design phase. Each project within the programme will complete an EQIA assessment due to expected process changes.

- Risk Management Database: Stakeholder engagement, collaborative working, Workshops, Project Team support;
- Finance System Hosting: Team working and relationships across all areas involved in the project, Clear scope from inception, Positive relationship with Procurement, Regularity of project meetings, Good relationship with the legal team, Governance of the Project Board and decisions made quickly;
- Housing (UI) Programme: Prioritisation in testing of key business processes to provide supplier, dedicated flexible project team, opportunity seen to increase the scope of the project / programme and continue delivering positive change in Housing.

**Summary of Equalities impact**

No change – completed and approved as part of the Mandate in Dec-21. A revised Equalities Impact will be completed with the Preferred Supplier as part of the Discovery and Design phase. Each project within the programme will complete an EQIA assessment due to expected process changes.



[EQIA - Housing MFT IT programme OBC April 22.docx](#)

**Summary of Eco impact**

No change – completed and approved as part of the Mandate in Dec-21. A revised Eco Impact will be completed with the Preferred Supplier as part of the Discovery and Design phase.

**Summary of Privacy Impact Assessment (PIA) Screening Questionnaire**

The BCC Data / Security team have reviewed our Screening Questionnaire and due to the processing of Special Category and Non-Special high-risk data have determined that this meets the threshold for a mandatory DPIA to be completed.

[EQIA - Housing MFT IT programme OBC April 22.docx](#)

**Summary of Eco impact**

No change – completed as part of the Mandate in Dec-21. A revised Eco Impact will be completed with the Preferred Supplier as part of the Discovery and Design phase.

**Summary of Privacy Impact Assessment (PIA) Screening Questionnaire**

The BCC Data / Security team have reviewed our Screening Questionnaire and due to the processing of Special Category and Non-Special high-risk data have determined that this meets the threshold for a mandatory DPIA to be completed.

Page 417

PROTECTED



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

The table below indicates what type of people resource are necessary to progress the project to the next stage. This includes individuals from the impacted service area(s), as well as support services e.g. communication, consultation, procurement, project management, business analysis, finance, HR etc and potentially external providers.

**Rationale:** due to expediency (acceleration OBC completion), model below shows estimates including contingency, based on experience of similar programmes – most notably the model used by the CRM programme and rate card provided by their Delivery Partner (Microsoft) were utilised. This was supplemented by known internal costs and day rates. This gives an evidence based model that enables us to proceed with a reasonable confidence level, that the programme is adequately resourced. Phase #3 detailed planning will take place once Phase #2 is underway, and we have engaged with supplier to understand their approach to delivery.

**NB:** the table below outlines roles and responsibilities for key roles only. Other supplementary roles (e.g. legal support for contracts etc.) will be detailed in the full business case as the scope of change etc. is confirmed during the procurement and then with the preferred supplier. Full financial breakdown by role will given in the programme highlight report and confirmed costs contained in the Final Business Case.

Page 418

Role	What they will do	Est. Days needed	Cost per day	Total cost	Opportunity or New Cost	Funding source(s)
Programme Manager	<p>Produce detailed plan to co-ordinate development of the Outline and Full Business Cases.</p> <p>Manage the delivery of activities in the plan – procurement, design – build – test, implementation, close down and benefits realisation.</p> <p>Manage and co-ordinate the actions and outcomes of the programme team.</p> <p>Establish Programme Board &amp; begin regular project reporting.</p>	Phase #2: 7m / 147d	£405 – 750 PD	Est. £127,566	New	HRA
Project Managers	<p>Coordinate internal resources and third parties/vendors for the execution of their projects to plan.</p> <p><b>Phase #2 outcomes:</b> delivery of the procurement model(s), support for procurement, completion of To-Be and gap analysis, stakeholder management.</p> <p><b>Phase #3 outcomes:</b> Support discovery across combined functional areas, work with supplier to deliver change and technical designs,</p>	Phase #2: 6 x PM for 4m / 504d	£262 – 570 PD	Est. £350,748	New	HRA (five PMs) HRA (80%) GF (20%) (one PM)



	<p>Ensure that all projects are delivered on-time, within scope and within budget</p> <p>Assist in the definition of project scope and objectives, involving all relevant internal stakeholders and ensuring technical feasibility</p> <p>Develop a detailed project plan to monitor and track progress</p> <p>Perform risk management to minimize potential risks</p> <p>Create and maintain comprehensive project documentation</p>					
Business Analysts	<p>Determine operational objectives by studying business functions; gathering information; evaluating output requirements and formats</p> <p><b>Phase #2 outcomes:</b> delivery of the procurement model(s), support for procurement, completion of To-Be and gap analysis, stakeholder management.</p> <p>Construct workflow charts and diagrams; studying system capabilities; writing specifications</p> <p>Improve systems by studying current practices; designing modifications</p> <p>Recommend controls by identifying problems; writing improved procedures</p> <p>Define project requirements by identifying project milestones, phases and elements</p>	<p>Phase #2: 6 x BA for 4m / 504d</p>	<p>£238 – 570 PD</p>	<p>Est. £394,090</p>		<p>HRA (five BAs) HRA (80%) GF (20%) (one BA)</p>
Programme Support	<p>To provide admin support to the programme.</p> <p>Setup programme documentation library ensuring strict version control etc.</p> <p>Set up and manage project meetings and programme board meetings, ensuring that all relevant paperwork is up-to-date and disseminated in a timely fashion. Ensuring that all resultant minutes are completed</p> <p>Assist in compiling, maintaining and updating project plans, risks and issues registers.</p> <p>Liaise with suppliers to organise demonstrations.</p> <p>Assist project team members in any duties which enable project delivery e.g. procurement, organising and maintaining training registers, taking delivery of items.</p> <p>Alert the appropriate Programme / Project Manager/Owner to any risk or impending issue regarding project timescales.</p>	<p>Phase #2: 1 x PSO for 4m / 55d (50-75%)</p>	<p>£197 – 270 PD</p>	<p>Est. £34,000</p>		<p>HRA</p>
Solutions Architect	<p>Building and integrating information systems to meet the programme needs.</p> <p>Assessing the systems architecture currently in place and working with technical staff to recommend solutions to improve it.</p>	<p>Phase #2: 1 x SA for 4m / 40d</p>	<p>£250 – 450 PD</p>	<p>Approx. £27,750</p>		<p>HRA (80%) GF (20%)</p>



	<p>Resolving technical problems as they arise.</p> <p>Providing supervision and guidance to project and development teams.</p> <p>Continually researching current and emerging technologies and proposing changes where needed.</p> <p>Informing various stakeholders about any problems with the current technical solutions being implemented.</p> <p>Assessing the business impact that certain technical choices have.</p> <p>Providing updates to stakeholders on product development processes, costs, and budgets.</p>					
Procurement Manager	<p>Performing all procurement activities including pre-qualification, negotiating supplier agreements, preparation of contracts and tender management</p> <p>Delegating tasks and supervising the work of Purchasing and Procurement Agents across all departments</p> <p>Identifying areas for improvement to continually drive performance and business results</p> <p>Leading a team of Purchasing Agents and delegate tasks across departments when necessary</p> <p>Managing overall direction, coordination, and evaluation of procurement for the organisation</p> <p>Developing strong relationships with business stakeholders and strategic supply partners to improve business</p> <p>Creating policies and procedures for risk management and mitigation</p>	Phase #2: 1 x PM for 4m / 40d	£650 PD	Approx. £42,900		HRA (80%) GF (20%)
Change Manager	<p>Apply a structured methodology and lead change management activities</p> <p>Apply a change management process and tools to create a strategy to support adoption of the changes required by a project or initiative.</p> <p>Support communication efforts</p> <p>Support the design, development, delivery and management of communications.</p> <p>Assess the change impact</p> <p>Conduct impact analyses, assess change readiness and identify key stakeholders.</p> <p>Support training efforts</p>	Phase #2: 4m / 30d	£300	Est. £7,500		HRA (80%) GF (20%)



	Provide input, document requirements and support the design and delivery of training programs.					
Communications	Communications support for the programme	Phase #2: 4m 22.5d	£300	Est. £6,750		HRA (80%) GF (20%)
Testing	Test planning, support for the programme	Phase #2: 4m / 30d	£300	Est. £7,500		HRA (80%) GF (20%)
Other	Legal, contractual governance and oversight	Phase #2	NA	Est. £194, 211		HRA (80%) GF (20%)

<b>Total opportunity costs</b>	<b>£0</b>
<b>Total new costs</b>	<b>£ 1,398,318</b>
<b>Total (est. Phase Two 22/23) resource costs</b>	<b>£ 1,165,265</b>
<b>Contingency / optimism bias (20%)</b>	<b>£233,053</b>
<b>Total funding being sought</b>	<b>£ 1,398,318</b>



## 5. Recommended Programme Tolerances & Controls

Tolerances indicate the amount of movement that is acceptable in a range of areas (e.g. cost or timescales) before escalation is required. It's important to define these in absolute, objective terms and to clearly show how this will be monitored and escalated if necessary.

The principle applied to all proposals is that decision-making authority is delegated within the baselines approved at the point at which a Business Case is approved. ANY decisions that would take the project outside of the agreed tolerances and scope should be escalated to Corporate Leadership Board or to your Programme Board if you are part of a programme.

Tolerance areas	Programme level tolerance	Escalation route	Control & tracking document(s)
<b>Time</b> +/- amounts of time on target completion	2w if a milestone will be missed, 4w if no impact on critical path.	Programme Manager Programme Board	Programme Plan Highlight Report
<b>Cost</b> +/- amounts of planned budget	+10% - planned vs. expected costs. Plans include contingency but supplier costs remain indicative until procurement completes.	Programme Board	Programme Plan Highlight Report
<b>Quality</b> Defining quality targets in terms of ranges	Quality measured as Outcomes and planned deliverables, so tolerance remains at 2w, or 4w if no impact on critical path. Change to the above subject to change control.	Programme Manager Programme Board	Requirements Document(s) Project Highlight Report(s) To-Be Process Mapping Supplier Proposals
<b>Risk</b> Limit on aggregated value of threats and any individual threat (e.g. threat to operational service versus threat to organisation)	Risk Tolerance is set out in the RAID as maturity dates, which are actively monitored by the Risk Owner. Risk migrates to issue at maturity -2w.	Programme Manager Programme board	RAID Log Programme Highlight Report





## 6. Programme governance for Full Business Case development

Programme Role	Name	Job Title
<b>Sponsor</b>	Sponsor: Stephen Peacock	Executive Director – Growth and Regeneration
<b>Programme Executive</b>	Donald Graham	Interim Head of Housing
<b>Programme User(s)</b>	Sarah Spicer Fiona Lester Alison Napper Paul Sylvester	Business Innovation Manager Head of Housing Management & Estates Interim Exec for Maintenance Head of Housing Options
<b>Programme Supplier(s)</b>	TBC	Procurement to follow, Jun – Nov-22
<b>Programme Assurance</b>	Sam Marsh	PMO Change Business Partner
<b>Programme Manager</b>	Stewart McDermott	Programme Manager, Change Directorate

**Programme Board meeting regularly?** Yes – last Monday of each calendar month.

**Programme Board ToR's agreed?** Yes – agreed at Feb-22 programme board

## 7. Detail of key stakeholder engagement

Key stakeholder	Date(s) of key engagement	Nature of engagement
Cabinet Member Tom Renhard	05/04/2022	Cabinet briefing meeting
Cabinet Member Craig Cheney	21/04/2022	Cabinet briefing meeting
Corporate Leadership Board	10/05/2022	Pre-cabinet briefing
Executive Director Meeting	20/04/2022	Briefing: S Peacock and D Graham
Senior Management and Stakeholder meeting	27/05/2022	Programme Board



## 8. Outline Business Case sign off

Below is a record of who has received a copy of the Outline Business Case ahead of submission for sign-off.

Name	Job Title	Date circulated
Clr Tom Renhard	Cabinet Member – Housing	20/04/2022
Stephen Peacock	Exec Director	20/04/2022
Donald Graham	Head Of Housing	20/04/2022

<b>Decision making authority</b>	Programme Board
<b>Date seeking endorsement</b>	29/04/2022

<b>Decision making authority</b>	CLB
<b>Date seeking endorsement</b>	10/05/2022

<b>Decision making authority</b>	Cabinet
<b>Date seeking endorsement</b>	07/06/2022



# APPENDIX

## A. Required commentary and recommended consultation

Recommended bodies/individuals for consultation ahead of submission to the relevant decision board:	Commentary (if any)	Date	Version Reviewed
Cabinet Lead	Cllr Tom Renhard	29/04/2022	V1
Executive Director Meeting (EDM)	As Cabinet paper decision has been bought forward to June 2022 from Oct/Nov 2022 – Cabinet office agreed that the Housing IT Transformation Programme Board Decision would replace EDM decision on the provision that key Executive Board members attended to confirm approval of the OBC and Cabinet ask.	29/04/2022	V1
Professional Views	Commentary	Date	
<p><b>MANDATORY – and must include confirmation of funding source(s)</b></p> <p><b>Finance Business Partner</b></p> <p>Michael Jarret / Archa Campbell</p>	<p><u>General commentary:</u></p> <p>The proposal seeks approval for £5.2m, being the difference between the overall cost of the programme and the operating cost (£3.83m) of systems currently utilised within the HRA that will no longer be required.</p> <p>One-off planning and contingency costs of £1.81m, have been anticipated in the 2022-23 budget. The funding of one-off systems development expenditure was set aside in the 2023-24 HRA business plan. This is when the bulk of the replacement system design &amp; build work will be carried out.</p> <p>Although the exact amount of savings that will accrue to the HRA (from current expenditure on licenses, support and maintenance) cannot be determined at present, it is envisaged that further efficiencies will emerge when these systems have been retired.</p>	<p>Click here to enter a date.</p>	V1



	<p>Michael Jarrett, Principal Accountant – 26 April 2022</p> <p>The overall cost of the 2022-23 IT transformation programme is £1.398m of which the HRA’s share (80%) is £1.118m. Funding for the HRA will come from in-year underspends and transfers from HRA reserves. The amount expected to be funded from the General Fund is £280,000, where £200,000 has already been made available from the change management programme budget. The shortfall will be made up from careful management of the HR budget.</p> <p>Provisions for the programme for the 2023-24 financial year and beyond, will be addressed in the 2023-24 business planning and budgeting process.</p> <p>Michael Jarrett, Principal Accountant – 6 May 2022</p>		
<p><b>MANDATORY where there is a resource request</b></p> <p><b>PMO Operations Manager</b></p> <p>Lee Ford</p>	<p>There are some limitations to the version of this document I have to review which means I can’t fully evaluate the level of confidence in the resourcing elements of the business case.</p> <p>Overall, the roles and numbers of people subjectively feel OK, based on what I already know about the programme. The current business case and appendices don’t provide me with enough information to back that assertion up objectively though.</p> <p>The key areas where more work is needed are outlined below</p> <p>Decision-makers may want to consider whether this additional work is essential before approval or whether conditional approval might be given to at least allow for agency resources to be extended to safeguard the work.</p>	<p>03/05/2022</p>	<p>V1</p>



	<p>1) The resourcing table in section is incomplete, without categorisation and totalling of opportunity costs versus new costs. The rates used could also do with double-checking checking against currently published rates here as there appears to be a discrepancy with e.g. the SA rate which could make a difference:  <a href="https://bristolcouncil.sharepoint.com/sites/Corporate/Shared Documents/Forms/Public view.aspx?id=%2Fsites%2FCorporate%2FShared Documents%2FSupport Services rate card%2Epdf&amp;parent=%2Fsites%2FCorporate%2FShared Documents">https://bristolcouncil.sharepoint.com/sites/Corporate/Shared Documents/Forms/Public view.aspx?id=%2Fsites%2FCorporate%2FShared Documents%2FSupport Services rate card%2Epdf&amp;parent=%2Fsites%2FCorporate%2FShared Documents</a></p> <p>2) The plan is incomplete in terms of some of the detail relating to specific projects (e.g. Asset Management; Private Housing Case Management) and some detail appears to be unfinished (e.g. procurement dates for Housing Needs Register all set to 03/-/2022). A comprehensive and complete plan is essential at this stage and would support and reinforce the resource estimates contained elsewhere in the document.</p> <p>3) The appended Financial Spreadsheet is not the standard, mandatory one that would provide further clarity on resource costs; contingency; new or opp categorisation; confidence and funding sources.</p>		
<p><b>MANDATORY</b>  <b>Director of Digital Transformation</b>  <b>Rizwan Tariq</b></p>	<p><u>General commentary:</u></p>	<p>26/04/2022</p>	<p>V1</p>



	<p>I'm supportive of the OBC as there is alignment to the Council's emerging Channel Shift Strategy. The programme manager for the Housing IT Transformation Programme will sit on the board for Channel Shift once set up and the Head of Citizen Services sits on the HITTP board already ensuring there is synergy between the two programmes.</p>		
Gavin Arbuckle	<p><u>General commentary:</u></p> <p>Having been unsighted on the detail I would advise that I fully support the need to change and modernise.</p> <p>I have recently (last week) been invited to join the board and look forward to gaining a better understanding of the detail in this document to ensure when the Full Business Case is ready we have achieved a clear alignment to our corporate direction for IT products and platforms or are clear on why we may have needed to deviate from them should that be the case.</p> <p>So as not to delay this document and the associated works I would appreciate some time outside of the board to understand the direction (and some of the costs stated/comparisons made) in more detail – and in line with comments in the Decision Pathway Report.</p> <p>I would certainly need this prior to being able to sign off the FBC.</p>	26/04/2022	V1
<p><b>MANDATORY</b>  <b>Information Security View</b>          James Gay (Matthew Reeves)</p>	<p>Programme screening questionnaire has been completed. This has confirmed that, as HiTT will processing personal data, a full DPIA is required plus a PIA. We have recommended that drafting of the PIA starts now and that the DPIA commences as soon as the delivery partner has delivered a design and plan.</p>	06/04/2022	V1
<p><b>HR Business Partner</b>          Celia Williams</p>	<p>There are no HR implications evident.</p>	27/04/2022	V1
<p><b>Change Services View</b>          Sam Marsh</p>	<p><u>General commentary:</u></p>	26/04/2022	V1



	<p>The rationale for the review of housing IT systems is clear, as is the preferred option to undertake a competitive tender process. A priority area identified by this business case for further work is to ensure that the business change goes hand in hand with the tech changes so that tenants and other end user experience is improved through this work and the opportunity to optimise processes and efficiencies are realised.</p>		
<p><b>Test QA Lead</b> NA – pre-procurement and supplier not known</p>	<p>NA at this stage</p>	<p>Click here to enter a date.</p>	<p>V1</p>
<p><b>Enterprise / Solution Architecture View</b> David Morton</p>	<p><u>General commentary:</u></p> <p>The SA is in agreement with the primary preferred option: <b>Competitive Tender to Identify and Appoint a Preferred Supplier</b>. This option have to align with BCC’s Cloud First approach.</p> <p>The recent soft market testing process has confirmed that there at least there suppliers that could tender for an end to end solution that could align with what was outlined in the OBC.</p> <p>The suppliers identified in the soft market test were SAAS. This will reduce the impact for BCC IT albeit each of the SAS providers would integrate with BCC D365 CRM, Azure B2C and DAP inline with BCC IT Strategy.</p> <p>An associated Solution architecture: <a href="#">21EN625 New Housing IT programme</a> document has been produced and is uploaded to the 21EN625 NEW Housing IT Programme SharePoint site, which describes potential "to be" architectural models that would inform the Competitive Tender to Identify and Appoint a Preferred Supplier option.</p> <p><u>ARB Decision &amp; Date:</u></p>	<p>28/04/2022</p>	<p>V1</p>



	<Text here>		
<b>Property and FM view – (i.e. any building/land related implication)</b> NA	NA	Click here to enter a date.	V1
<b>Legal View</b> Nancy Rollason	Programme has submitted a referral via the legal services SharePoint site to support Phase Two activities.  Programme has a completed Contracts And Procurement instruction form (M Matic).	27/04/2022	V1
<b>Commissioning &amp; Procurement View</b> Michael Matic	The Vendors will be from CS Framework RM3821 there are a limited number of Vendors with the knowledge and skills to deliver this complex programme.	25/04/2022	V1
<b>Statutory Data Protection Officer View (if PIA applicable)</b> Matthew Reeves	NA at this stage – full PIA needed when supplier is known / pre-delivery	11/04/2022	V1

## B. Mandatory Programme Documents

Document Name (& links to templates)	Document Exists? (Yes/ No)	Document Owner	Hyperlink to document
<a href="#">Options Appraisal</a>	Yes	Stewart McDermott	<a href="#">HiTT Project Options Appraisal v1.0 Apr-22.docx</a>
<a href="#">PIA screening questionnaire</a> For guidance see <a href="#">Privacy Impact Assessments</a> , for support in completing contact <a href="#">Information Management</a>	Yes	Stewart McDermott	<a href="#">PIA Screening and OBC Options questionnaire HiTT Apr-22 v0.04.docx</a>
<a href="#">Programme Financial Spreadsheet</a> (costs and benefits/ sources of funding/ benefits contracts)	Yes	Michael Jarret	<a href="#">02A 21EN625 HiTT Financial Sheet v0.04 ITT MSoft Estimates.xlsx</a>  Competitive tender estimates





			<a href="#">02A 21EN625 HiTT Financial Sheet v0.04 Civica DA Estimates.xlsx</a>  Direct award estimates  <a href="#">Housing UI CIVICA MSOFT indicative costs v0.04.xlsx</a>  Base data used to support the above -Apr-22 25% confidence estimates
RAID Log please request from <a href="mailto:portfoliomanagementoffice@bristol.gov.uk">portfoliomanagementoffice@bristol.gov.uk</a>	Yes	Stewart McDermott	<a href="#">21EN625 Housing IT Programme RAID log Apr-22 v0.04.xlsx</a>
<a href="#">Programme Plan</a>	Yes	Stewart McDermott	<a href="#">21EN625_HITT Overarching Plan v0.04.mpp</a>  Overall programme plan, Apr-22.  Project plans (Phase #1, Apr-22): <ul style="list-style-type: none"> <li>• <a href="#">Housing</a></li> <li>• <a href="#">Digital, Data, Reporting</a></li> <li>• <a href="#">Asset Mgmt.</a></li> <li>• <a href="#">Housing Needs</a></li> <li>• <a href="#">Workforce</a></li> </ul>
<a href="#">Equality Impact Assessment Form</a>	Yes	Myriam Selfe	<a href="#">EQIA - Housing MFT IT programme OBC April 22.docx</a>
<a href="#">Climate and Environmental Impact Assessment (CEIA) (previously EcoIA)</a>	Yes	Francesca Barclay	<a href="#">Appendix F - Eco Impact Assessment 1.0.docx</a>
<a href="#">Programme Board Terms of Reference</a> To include <a href="#">RACI</a>	Yes	Stewart McDermott	<a href="#">01 IT Housing Prog Board ToR_Jan-22.docx</a> and <a href="#">Housing IT Programme Board Terms Of Reference Apr-22 v2.pptx</a>  RACI <a href="#">21EN625 RACI Apr-22 v0.04.xlsx</a>



<a href="#">End of Stage Financials Capture Sheet</a>	Yes	Stewart McDermott	<a href="#">21EN625 28 Apr 22 Housing IT Programme Highlight Report.xlsx</a> EOS reports will also be completed at the end of each stage.
---	-----	-------------------	---

### Timeline of approvals and any associated conditions

#	Meeting	Date	Action / Decision / Condition	Date for completion (If applicable)	Owner
1	<a href="#">HITT Programme Board</a>	Apr 29 2022	Decision to approve the Outline Business Case and to take forward the OBC to June Cabinet for approval of funds to deliver the programme. HITT Board replaces an EDM decision to ensure Cabinet report can make the June Cabinet required deadline.	Apr 29 Apr 2022	Stewart McDermott
2	CLB	TBC - (May 10, 2022)	Strategic approval the Outline Business Case and confirm that the OBC is taken to June Cabinet for approval of funds to deliver the programme and Procurement process	10 May 2022	Stephen Peacock
3	Cabinet	June 7 2022	Approval of OBC and Programme funding ask as outlined in the finance section.	Jun 7 2022	Cllr Tom Renhard Stephen Peacock





<b>Title: Housing Moving Forward Together IT Programme (mandate)</b>	
<input type="checkbox"/> Policy <input type="checkbox"/> Strategy <input type="checkbox"/> Function <input type="checkbox"/> Service <input checked="" type="checkbox"/> Other [please state] IT Change programme	<input checked="" type="checkbox"/> New <input type="checkbox"/> Already exists / review <input type="checkbox"/> Changing
Directorate: Resources	Lead Officer name: Myriam Selfe Programme Manager: Stewart McDermott
Service Area: Change Services	Lead Officer role: Programme Manager

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

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

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

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

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

Housing IT provides the tools required to deliver a range of housing services to the citizens of Bristol. Multiple systems are reaching end of contract or end of life. This brings an opportunity to explore and implement the best IT solutions available.

To manage these opportunities, it is proposed that a housing IT transformation programme is developed and implemented. The purpose of the programme is to enable change and put in place tools that will allow Housing and Landlord Services to enhance service delivery, achieve efficiencies and improve working practices. This will support delivery of Moving Forward Together, our service transformation plan.

The programme will explore options to replace end of contract applications and to deliver un-met business needs and requirements including:

1. **Housing management** and case management system: current contract ends May-24 (extended for two years from 2022);  
 This application is used to manage around 30,000 residential and non-residential council tenancies and deliver critical services such as letting process, tenancy management, provision of a repair service, rent charging and arrears management.
2. **Housing needs** system: current contract ends May-24 (extended for two years from 2022);  
 This solution is used to manage the housing register across the Bristol Housing Partnership, HomeChoice Bristol and homelessness prevention. The application is used by Bristol City Council and several registered social landlords.

- Asset management system:** current contract ends May-24 (extended for two years from 2022)

This application is used to manage the Housing's stock, condition, compliance and determine investment priorities on the 27,500 dwellings owned by Housing & Landlord Services.

- Field service management system (scheduling):** contract ends in July 2023 and the system will be reaching its end of life. Support will be extended in line with the above.

This application is used by about 400 users, mainly repairs operatives who spend 90% of their time on site, carrying out repairs in council homes but also surveyors and schedule planners. The solution automatically schedules planned, and responsive repairs based on complex business rules, ensuring an efficient use of repair resources.

- Private housing case management:** the system is reaching the end of contract and end of life in May 24

This case management solution is used by Private Housing and Regulatory Services to administer HMO licencing, private tenancy issues and trading standards, pest control and anti-social behaviour.

- Housing support case management:** contract ends in May 24 (extended for two years from 2022)

Used mainly by the Housing Support team as their register for housing support needs and external service providers as a support case management solution.

- Job costing solution:** there is no solution in place, functionality is required to calculate the total repair job costings and support analysis of value for money and savings opportunities;

- Building compliance and information:** functionality required to meet the new legislative requirements for regulating the safety of high-rise blocks;

- Digital Services:** explore opportunities for improvement, including more opportunities for users to choose self-service;

- Data and analytics:** review options to improve data and analytics and align to the corporate solution;

The programme is a feasibility stage with procurement due to start pending the approval of the procurement approach recommended in the Outline Business Case.

## 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: external contractors		

## 1.3 Will the proposal have an equality impact?

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

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

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

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

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

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

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

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

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

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

Data / Evidence Source [Include a reference where known]	Summary of what this tells us		
Source: ONS 2020 Mid-Year Population Estimates  Equality Profile report 01 – Tenants and Leaseholders as at 01/04/2022		<b>Bristol population %</b>	<b>BCC Tenant population % (tenants / leaseholders)</b>
	<b>Black, Asian And Minority Ethnic</b>	16 (2011)	21
	<b>Female</b>	49 (2021)	62
	<b>Male</b>	51 (2021)	36
	<b>Disability</b>	8 (2011)	30.5
	<b>LGB</b>	9 (2018/19 QoL)	1.4
	<b>Trans</b>	N/A	N/A

<b>0 – 15</b>	18.4	0.2	
<b>16-29</b>	39	2	
<b>30-39</b>	24	31.4 (25-44)	20.6 (45-54)
<b>40-49</b>	16	21.1 (55-64)	
<b>50-64</b>	21	24.4	

**Age:**

- Overall, there are more children living in Bristol than people aged 65 and over. Almost one in every five people living in Bristol is aged under 16.
- Bristol has a higher proportion of working age people than nationally (69% against 62% nationally).

**Disability:**

- More than three times as many BCC tenants are a disabled person, than in comparison to the Bristol population
- Most reported types of disabilities (11%-12%) include: long term illness, mental distress and mobility impairment

**Age:**

- Under-representation of young people (16-24) as BCC tenants and aging resident base (50-64 years represent 31% of BCC tenants population in comparison to 14% of Bristol population). This is an over representation, and this group do report they are less confident in using technology.

Source: 2011 Census & BCC Workforce Diversity Head count for Housing & Landlord Services (01/04/2022)

	<b>Bristol population %</b>	<b>H&amp;LS employees %</b>
<b>Black, Asian And Minority Ethnic</b>	16 (2011)	12
<b>Female</b>	49 (2021)	38
<b>Male</b>	51 (2021)	63
<b>Disability</b>	12 (2021)	9.6
<b>LGB</b>	9.1	4.1
<b>Trans</b>	N/A	N/A
<b>16-29</b>	39	12.4
<b>30-39</b>	24	24.1
<b>40-49</b>	16	24.6

	<b>50-64</b>	21	38.8
Source: Online Nation 2021, Ofcom report	<ul style="list-style-type: none"> <li>• 10 % of UK adult internet users who say they only access the internet via a smartphone</li> <li>• 61 % of UK adults with 10+ years' experience online</li> <li>• 83% of UK adults who say they are confident</li> </ul> <p>Internet take up and use:</p> <ul style="list-style-type: none"> <li>• 86% of UK adults used the internet in Sept 2020 (45.5m adults aged 18+)</li> <li>• Going online is almost universal among 18-54 years olds</li> <li>• Largest increase in users with the over 54 year olds.</li> <li>• Average time spent online per day : 3h30</li> </ul> <ul style="list-style-type: none"> <li>• 6% of UK households do not have access to the internet</li> <li>• The smartphone is the most-used device for accessing the internet for all age groups apart from those aged 65+.</li> <li>• Reliance on smartphones to access the internet is more prevalent among younger people and those in lower socio-economic groups.</li> </ul> <p>Comms platform:</p> <ul style="list-style-type: none"> <li>• Facebook's WhatsApp is the most popular messaging and calling service in the UK, reaching 67% of online adults in September 2020</li> </ul> <p>Social media</p> <ul style="list-style-type: none"> <li>• Eighty-two per cent of adults aged 16+ who go online have a social media profile, and Facebook and Instagram continue to be the most widely used platforms. Ninety-one per cent of social media users aged 65+ use Facebook, and nearly half (49%) of these said it was the only social media service they used.</li> <li>• Instagram was more popular with younger people – nearly a quarter of 16- to 34-year-olds said it was their main service.</li> <li>• TikTok was one of the platforms with big increases in number of users in 2020; more than half (54%) of 16-24s, said they had an active TikTok profile</li> <li>• Older adults are more likely than younger adults to use neighbourhood connection service Nextdoor. Nextdoor is an app which aims to connect neighbours with each other, and to services and local businesses nearby. Mostly used by over-54s (59% of 3.9 adult users)</li> </ul>		
Quality of life survey 2021-22	<p>The QoL survey indicates that the groups that are the least comfortable with using digital services include:</p> <ul style="list-style-type: none"> <li>- White British – 79.8%</li> <li>- Groups aged 50 years and older – 58.6% ; and 65 years and older: 44.4%</li> <li>- People who have a disability – 61.5%</li> <li>- People who are renting from BCC – 57.9% (vs renting from Private Landlords where 90.8% - likely to be students)</li> </ul> <p>Additional (new) indicators to note are that 82% of people are comfortable using digital services, and 42% are comfortable using smart technologies, though both are significantly lower for some groups; older people (65+) are lowest for both. being “comfortable using digital services” is also the lowest in the top 10% most deprived areas (75.4%)</p>		
BRE Integrated Dwelling Level Housing Stock Modelling and Database for	<p>There are 202,911 dwellings in Bristol, 50% are owner occupied, 30% private rented and 20% social rented. Overall, the percentage of dwellings in the private rented sector across Bristol is 30% compared to the national average of 19%.</p>		



Bristol City Council February 2020	This data reflects that the percentage of the dwellings (private sector landlords and tenants) (30%) may be affected by the change of digital services. This includes landlords in the private rented sector would be using the new digital services to ensure their properties are licenced.
------------------------------------	---

**Additional comments:**

No equalities data is currently being collated for users registered to the Tenant Account. Despite requesting the information from Digital Services in January 2022, the team has been unable to fulfil the request to date due to capacity. However, the following information has been identified:

- Out of an estimated 40k adult with a BCC tenancy, there are only 5,846 individual tenant accounts.
- Between May 20-May 21, the Unique page views for <https://www.bristol.gov.uk/your-account/tenant> was used on average of 2,679 per month

Little research has been made to find out why only 14% of our tenants have an account or indeed the reasons for such little traffic on the Tenant account sign-in page however, one can imagine that some of the reasons may be attributed to: registration issues ; lack of sufficient offer to entice users on the tenant account ; digital exclusion (lack of access to technology, literacy/numeracy, confidence...) , lack of awareness of the Tenant Account.

The gaps in account take up will need to be addressed when we communicate the changes to tenants.

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

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

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

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

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

No equalities data available for Tenant Account holders. This is something that we hope, we would be able to collate as part of the upgrade of our digital services. However the generic data tell us that older people are less likely to engage with digital services.

The Private Housing sector is also no longer collecting equalities data. This is related to operational changes within the organisation. This section has identified the need in the future to capture and report on the profile of service users (cross-tenure and by service area). It is anticipated that this need will be met through the delivery of improved forms and new reporting capabilities.

We are also awaiting data on which equalities groups are on the housing register, this information will be available to insert into the EqIA if the proposal is agreed.

**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 engagement carried out at this stage (outline business case) of the programme.

We will ensure that any groups who we know are less likely to engage with these new technologies will be targeted. This includes disabled tenants, older people and those people in deprived communities where lack of affordability for Wi-Fi / data / technology is a real challenge.

It is anticipated that engagement will take place particularly as the programme is testing new digital services, engaging with a wide range of service users.

## 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 are proposing that engagement and consultation with stakeholders be included as a communication plan activity as we progress to OBC for each of the projects identified. A communication plan will be the best way to get the message out with regards to changes, and communities that will be targeted.

## 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 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)

Groups adversely impacted are generally people who experience socio-economic deprivation – as such in terms of tenure, tenants are more likely to be affected by the changes than private landlords.

The groups most likely to be amongst the BCC Tenant population would be older people, and disabled people.

- Digital exclusion - lack of access to technology (preference) or mobile data/Wi-Fi\_\_33
- Platforms (web or app) are not accessibility compliant and/or difficult to use which would deter wider access / take-up

Whilst the provision of Wi-Fi devices is out of scope for residents and tenants, it is anticipated that the programme will put in place a number of measures (through procurement process, training etc.) to help familiarise service users to the new technology. In addition to this, the deployment of the new online digital solutions will be planned and incremental so as to reduce the possible adverse impacts change could bring about.

It is anticipated that housing staff would receive training and the hardware required to use new applications / digital services and discharge their duties.

How to mitigate the impact of IT changes and new system implementations:

<ul style="list-style-type: none"> <li>• New web-based systems, websites and apps will be required to meet accessibility regulations to ensure that they can be used by as many people as possible</li> <li>• Digital services to be device agnostic but with a preference for useability on smartphone (device of choice for people on lower income)</li> <li>• Involve users and residents in the development and testing of the solutions to ensure that the solutions are designed by users for users (maximise use/buy-in).</li> <li>• We will be looking to simplify our housing digital services and build into our requirements the use of 'assistive' functionality such as chatbots and virtual agents to increase not only usage of digital services but also from a broader range of residents that may not be using the services at present.</li> </ul>	
<b>PROTECTED CHARACTERISTICS</b>	
<b>Age: Young People</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	Younger people not accessing digital services if the new products do not consider their preferences for interacting digitally (i.e. mobile app vs website)
Mitigations:	<ul style="list-style-type: none"> <li>• Consider the development of a Tenant Account / BCC Housing mobile app to access housing digital services as well as upgrade of website as solutions to be developed</li> </ul>
<b>Age: Older People</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	With computers being the most popular mode of access among people aged under 65+, we may find that older people are most digitally excluded (due to cost of laptop). Older people are less likely to have home internet access (18% of over-64s do not have home internet access), as are those in lower socio-economic groups. Older people are overrepresented in this service so mitigations will need to be considered carefully.
Mitigations:	<ul style="list-style-type: none"> <li>• Investigate provision of communal desktops in STOP schemes</li> <li>• Wardens will have access to internet when doing visits and able to show and tell, follow up on calls with the tenants</li> <li>• Continue with the provision of digital services (website) ; explore the use of chatbots and virtual agents to help users navigate the website and make the experience more valuable</li> <li>• Training – short videos on how to use the services</li> <li>• A telephone service would be made available for tenants who do not have other means to contact the council any other way</li> </ul>
<b>Disability</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Disabled people may experience barriers in using a mobile app or other digital services if they are not compatible with assistive technology or inaccessible in other ways. Some disabled people will require alternative ways to access and contact services.
Mitigations:	<ul style="list-style-type: none"> <li>• New digital services (applications and websites) to be accessibility compliant to ensure that they can be used by as many people as possible</li> <li>• Provide alternative contact methods such as telephone for those that need them as appropriate.</li> </ul>
<b>Sex</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	The QoL survey states that women are slightly less confident in using digital services than men.
Mitigations:	<ul style="list-style-type: none"> <li>• Provision of training to increase the confidence of groups who are less confident.</li> </ul>
<b>Sexual orientation</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Pregnancy / Maternity</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Gender reassignment</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Race</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Potential impacts:	Service users for whom English is not their first language may have difficulties accessing our digital services if no provision is made for translation. They may also lack confidence in accessing digital services.
Mitigations:	<ul style="list-style-type: none"> <li>Ensure digital solutions developed comply with accessibility regulations; explore possibility in the requirement for links to online translator for users to view the website in the required language e.g., add-ons that can be tagged onto website pages to auto-translate the content of the pages. The user selects the language required and the page content is automatically translated into said language.</li> </ul>
<b>Religion or Belief</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	
Mitigations:	
<b>Marriage &amp; civil partnership</b>	Does your analysis indicate a disproportionate impact? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Potential impacts:	People who are living on their own may not have the support of a partner to help them access online services. According to the QoL survey, this would be particularly true for 50+ years old (38.5%), 65+ years old (46.1%), disabled people (40.7%) and generally BCC council tenants (38.3%)
Mitigations:	
<b>OTHER RELEVANT CHARACTERISTICS</b>	
<b>Socio-Economic (deprivation)</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Most likely to be digitally excluded due to socio-economic deprivation as the circumstances may limit access to either the technology or access to data / wi-fi. Possible lack of confidence in accessing digital services; possible literacy and numeracy
Mitigations:	<ul style="list-style-type: none"> <li>Raise awareness amongst tenants of free wi-fi in and around Bristol</li> <li>Explore options to provide training e.g. via BCC Community Learning</li> </ul>
<b>Carers</b>	Does your analysis indicate a disproportionate impact? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Potential impacts:	Research shows that – 1 in 5 people aged 50-64 are carers; 1.3m people in England and Wales aged over 65 are carers.
Mitigations:	<ul style="list-style-type: none"> <li>need for intuitive, easy to use digital platforms</li> <li>staff training in housing digital services to facilitate show and tell with BCC tenant population ; consider use of the same platforms between BCC Tenant Population and housing staff to facilitate skill transfer.</li> </ul>
<b>Other groups</b> [Please add additional rows below to detail the impact for other relevant groups as appropriate e.g. Asylums and Refugees; Looked after Children / Care Leavers; Homelessness]	
Potential impacts:	
Mitigations:	

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

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

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

Several high-level benefits have already been identified. These include:

- More up to date applications and online offer, with more accessible and user friendly features
- Solution that meets accessibility requirements (more recent solution than existing), thanks to identification of accessibility requirements
- Improved digital services offered, with automation of digital services into back-office system
- Improved utilisation of analytics to help shape and target services to the people who need it most (utilisation of visualisation to present key data)

The upgrade of Housing’s digital services will provide the opportunity to understand the user experience (UX requirements) and redesign the product(s) for a user perspective with potential simplification of the application(s).

In addition to this, the exploration of artificial agents and chatbots to assist users when accessing our services online. It is hoped that such changes would increase the amount of tenant accounts being registered from a diverse spectrum of tenants / leaseholders (than assumed at present):

- Increase in younger people being engaged digitally with Housing services
- Increase in older population
- Compliance with accessibility regulations should lead to a more inclusive use of our digital offer.

Increase in digital services take-up lowers minimises the need for residents to call the contact centre and travel to the city centre to get things done (cost of travel / reduction of congestions and exposure to CO emissions (better health)) for most vulnerable groups. In addition to this, it will enable BCC to adhere to the new Social Housing White Paper legislation.

User testing will take place with tenants and staff to ensure that any issues are realised up front and before implementation.

## 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 programme is currently at the stage of starting a procurement exercise to identify the solution(s) to be implemented. Should the programme fail to action the proposed activities, the solution would limit access to the new services we are wanting to change.

Mitigation will be at minimum compliance to the accessibility regulations and at best, involve a working group of residents to capture requirements and test design solutions. There may be limitations in the budget in terms of solutions developed however these will not negatively impact disabled, older people or people on a low income.

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

Involvement of the public in the design/selection of the solutions would encourage take-up and hopefully a wider and more diverse spectrum of 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
Compliance to the Accessibility Regulations to be sought for the solutions identified / procured (etc). – Digital Services checks and sign-off	Myriam Selfe	Dec 2022(tbc)
Investigate with Tenant Involvement team how users (tenants / leaseholders) may take part in the development of the digital solutions that are aimed at them. Include in project scope as an activity.	Myriam Selfe	Dec 2022(tbc)
Put in place a mechanism to report on profile of tenant account users	Myriam Selfe	Dec 2024

Improvement / action required	Responsible Officer	Timescale
Profiling capabilities for Private Housing (HMO, private landlord services)	Tom Gilchrist	Dec 2024
Equalities data for groups on the housing data will need to be collected to inform which groups are most affected if the new system is not in place	Myriam Selfe	Dec 2022
Recommend for individual EQIA to be completed by project managers in the Housing IT TP for the areas of the system(s) they will be completing	Stewart McDermott	Dec 2022

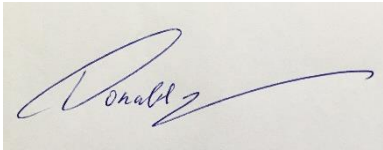
### 4.3 How will the impact of your proposal and actions be measured?

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 EQIA will need to be reviewed and updated as the programme gets more confident about the products to be implemented, to include wider consultation as part of the process – as part of the FBC. Each project would require its own EqIA.
- Expectation for the activities above to be included in the FBC / Project(s) scopes when these have been further defined.
- Explore inclusion of actions in the H&LS E&I action plan / backlog so that a record is kept outside the programme’s remit (so greater transparency)

## Step 5: Review

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

<b>Equality and Inclusion Team Review:</b> <i>Reviewed by Equality and Inclusion Team</i>	<b>Director Sign-Off:</b> Donald Graham, Director Housing and Landlord Services 
Date 27/4/2022	Date: 26/05/2022

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

## Eco Impact Checklist

<p><b>Title of report: Housing IT Transformation and re-procurement of contracts for critical housing solution systems</b></p>
<p><b>Report author:</b> Myriam Selfe</p>
<p><b>Anticipated date of key decision:</b> 14<sup>th</sup> December 2021</p>
<p><b>Summary of proposal:</b></p> <p>Seek Cabinet approval to:</p> <ul style="list-style-type: none"> <li>- implement and deliver a housing IT transformation programme, that includes procurement of multiple systems reaching end of life or end of contact</li> <li>- re-procure three critical IT applications: a housing management system, housing needs system and an asset management system. All three applications are currently delivered under a single contract with Civica (CxHousing, Abritas and Keystone applications) which expires in May 2022</li> </ul> <p>Cabinet is asked to approve the progression of this work, which is a key decision given the costs associated.</p> <p><b>Context:</b></p> <p><b>Housing IT transformation programme</b></p> <p>Housing IT provides the tools required to deliver a range of housing services to the citizens of Bristol. Multiple systems are reaching end of contract or end of life. This brings an opportunity to explore and implement the best possible IT solutions available.</p> <p>To manage these opportunities, it is proposed that a housing IT transformation programme is developed and implemented. The purpose of the programme is to enable change and put in place tools that will allow Housing and Landlord Services to enhance service delivery, achieve efficiencies and improve working practices. This will support delivery of Moving Forward Together, our service transformation plan.</p> <p>The programme will explore options to replace end of contract applications and to deliver un-met business needs and requirements including:</p> <ul style="list-style-type: none"> <li>- Solutions to enable a greater degree of self-service for residents</li> <li>- addressing issues raised through internal audits, relating to the need to improve systems and processes</li> <li>- filling known IT ‘gaps’ such as a job costing solution that would allow greater insight into costs and how to deliver value for money.</li> </ul> <p>It is estimated that the next phase of work, developing an Outline Business Case, will cost up to £775k. Most of these costs (£665k) would be met from the Housing Revenue Account. Provision has been built into the 2021/22 HRA Budget and medium-term financial plan for IT transformation. The budget requirements are for resources that will:</p> <ul style="list-style-type: none"> <li>- undertake detailed planning and mobilisation (Jan 2022)</li> <li>- develop requirements (Jan/Feb 2022)</li> <li>- identify solutions and undertake soft market testing (Feb/March 2022)</li> <li>- soft market testing and option appraisal (March/April 2022)</li> <li>- determine recommended procurement approach (April 2022)</li> <li>- procurement phase planning (May 2022)</li> </ul>

- deliver Outline Business Case (May 2022)

Cost are high as there are multiple systems reaching end of contract or end of life, and multiple workstreams required. Inhouse resources are limited and will need to be bolstered through recruitment for temporary or fixed term resources.

The workstreams included are:

- Procurement of systems reaching end of contract: housing management system, housing needs register, asset management system, field management services and private housing case management services.
- Identifying solutions for IT 'gaps': job costing solution, building compliance & information management, digital services and data & analytics.

Due to the time needed to reprocur and implement new IT applications we cannot avoid the need to extend the use of our existing suite of systems: CxHousing (housing management system), Abris (housing needs) and Keystone (asset management system). We aim to do this in the most cost-effective way whilst also ensuring flexibility to extend the arrangements if needed or to give notice on the contract. Re-procuring our existing systems ensures that H&LS continue to have access to its three critical line of business applications when the contract ends in May 2022, providing Housing with stable systems whilst it is completing the procurement exercise on the three solutions in scope

The detailed requirements for each application have yet to be identified



Will the proposal impact on...	Yes/ No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Yes	+ive	<p>Positive impact from procurement of a new asset management solution:</p> <ul style="list-style-type: none"> <li>- Assumption that IT systems on the market have greater capabilities management of asset data (inc. energy) and modelling of investment programmes.</li> <li>- Opportunity to review data available, identify gaps and make better use of asset data to model investment programmes (more energy efficient homes)</li> <li>- Opportunity to explore the introduction of 'smart tech' / AI in BCC stock, new capabilities with BIM technology</li> <li>- <b>Opportunity to choose solutions that allow lifecycle costing and carbon emissions to be valued</b></li> </ul> <p>Opportunities given with procurement of new field service / resource scheduling solution:</p> <ul style="list-style-type: none"> <li>- Review of the responsive repairs process end to end from the lens of reducing carbon emission produced</li> <li>- Existing solution has customisations that may hinder the efficient scheduling of routes taken by trades operatives and surveyors. Opportunity to review and simplify business priorities and rules</li> </ul> <p>Opportunities from improvements to housing's digital services and contact centre:</p> <ul style="list-style-type: none"> <li>- Increase in services available online / self-serve reduce need for BCC tenants to either call the contact centre or travel to the Citizen Service Center</li> <li>- Opportunity to explore CRM capabilities (e.g., knowledge articles, virtual assistants, chatbots...) to reduce the need for a callout when it can be avoided.</li> </ul>	n/a

			<p>Opportunity for housing to procure solutions with hosting solutions that have a lesser environmental impact than current hosting option (cloud computing vs on premise).</p> <p>Opportunity through data and analytics (housing data and other) to make evidence-based decisions across the service:</p> <ul style="list-style-type: none"> <li>- Better data and use of technology to assess the state of our asset, the utilisation of fleet, materials used, smart homes capabilities / AI... overall with the potential of reducing Housing's environmental impact.</li> </ul>	
Bristol's resilience to the effects of climate change?	No		No change (see summary).	n/a
Consumption of non-renewable resources?	No		No change (see summary).	n/a
Production, recycling, or disposal of waste	No		Digitisation of remaining paper-based processes will reduce	n/a
The appearance of the city?	No		No change (see summary).	n/a
Pollution to land, water, or air?	Yes	+tive	Review of existing rules and implementation of more efficient travel scheduling parameters have the potential of reducing overall mileage and carbon emissions from the vehicles used by the Responsive Repairs service (c. 300 staff, most with a vehicle).	n/a
Wildlife and habitats?	No		No change (see summary).	n/a

**Consulted with:**

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

The proposal is to continue to with the current software and usage for a couple of years but to start a major procurement campaign to identify up-to date IT solutions. It should be noted that the existing travel optimisation and efficient asset management benefits will continue for the next couple of years.

At this stage of the programme, it is anticipated that the procurement of new IT solutions is unlikely to have significant environmental impacts but may offer opportunities to reduce Housing's environmental impact in the future through process review, improvements to travel optimisation, more efficient asset management deriving from improved data.

**Checklist completed by:**

Name:	Myriam Selfe
Dept.:	G&R, Housing & Landlord Service
Extension:	35305
Date:	09/11/2021
Verified by Environmental Performance Team	Giles Liddell, Project Manager - Environmental