



Committee Report

PURPOSE: Final Decision Report

KEY OR NON-KEY DECISION: Non-key decision

COMMITTEE: Strategy and Resources Committee

DATE: 17 March 2025

TITLE: Transformation Programmes Quarterly Update

Officer presenting the report: Tara Dillon, Head of Portfolios, Programmes & Projects

Committee Chair: Cllr Tony Dyer

Executive Director lead: Nick Hibberd, Chief Executive

Proposal origin: Committee Chair

1. Purpose of Report:

- 1.1. To update on the current 'Top 4' Council Transformation Programmes: Adult Social Care Transformation, Our Families (including the mobilisation of the new Families First Programme), Property Programme and Tackling Homelessness as at January 2025.

This report provides the Strategy & Resources Committee with high-level updates and requires no decisions. Committee level decision making and detailed oversight report occurs separately into the respective committee for each programme.

- 1.2. To provide a look ahead to the council's ongoing transformation journey for 2025/26 and beyond prior to formal papers and discussions coming to committee in the new financial year.

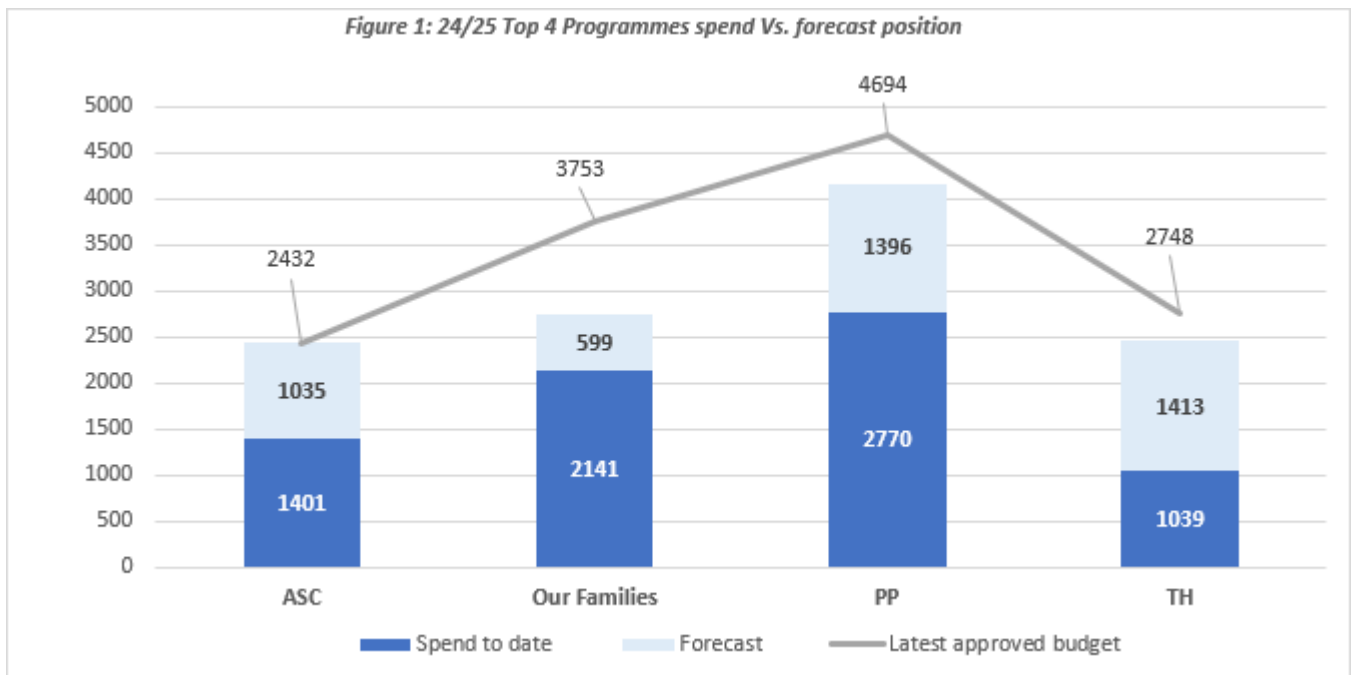
2 Quarterly Top 4 Summary Overview

2.1 For 2024/25 four programmes (Adult Social Care Transformation, Our Families, Property and Tackling Homelessness) within the Change and Transformation Portfolio were identified as organisational priority programmes due to their alignment with the council's goals of supporting children and young people, tackling health inequalities, creating resilient communities and their significant contribution to ensuring financial stability.

2.2 These programmes are a subset of the overall Change and Transformation Portfolio and are currently delivering in line with the associated planned savings and capital receipts as identified within the approved 2024/25 budget. Progress updates on each programme have been included for information section 3 of this report. Each programme also provides detailed quarterly reports into their respective

Committee.

- 2.3** The total current savings delivery associated with the Top 4 for 2024/25 is £17.5m recurrent savings (of which £15.4m is directly contributing to the MTFP and £2.1m is non-cash releasing as it is addressing otherwise emerging cost pressures in relation to demand management). This is an increase on the original overall baselined target of £15.7m.
- 2.4** At P10 accountable officers for 2024/25 savings delivery are forecasting they are on target for the ASC, Property and Tackling Homelessness Programmes respectively.
- 2.5** The Our Families Programme is reporting exception at P10 with relevant budget managers flagging a total in-year saving delivery shortfall of £1.3m. This is primarily attributed to a delay in realisation, with planned savings rolling over into 2025/26. Work is actively underway to address this; this remains a high priority risk until appropriate mitigations are identified and actioned by budget managers.
- 2.6** The total current investment ask associated with the Top 4 for 2024/25 is £15.9m (£13.6m approved budget plus £2.3m contingency) which represents an increase on the original baseline of £13.3m with a £1.8m contingency as set in April 2024.
- 2.7** Figure 1 in this report illustrates the current spend to date position as at February 2025 (P10), the forecast spend through to the end of the financial year and the current approved budget for each programme. Confidence around spend rate is being closely monitored for each programme.



- 2.8** Business Case development for 2025/26 is currently underway. The accompanying reports for the Adult Social Care, Property and Tackling Homelessness programme respectively are progressing via the committee system seeking sign off April / May 2025 and will seek to demonstrate appropriate return on investment to secure drawdown of the necessary funds.
- 2.9** The Families First Programme business case was approved by the CYP Committee on the 23rd January. This programme will supersede the Our Families Programme which is due to close at the end of March

2025, subject to savings being delivered / mitigations put in place.

- 2.10** The top 4 programmes will continue to be a major feature of our Change and Transformation Portfolio for 25/26 with significant savings targets associated with their successful delivery contained within the 2025/26 budget. The consequence of non-delivery remains a high impact risk for the council that will mean the ongoing monitoring and management of these programmes of work will remain of the highest priority for the organisation and the associated accountable officers.

3 Programme Updates

3.1 Adult Social Care Transformation Programme

The primary focus of the programme is to ensure that people get the right help at the right time to promote and maintain their independence and to reduce or delay the need for long term support. Like many local authorities in England, the council faces financial challenges in responding to post- pandemic need, inflation and the cost-of-living crisis. The programme is committed to deliver £6.467m of savings for 24/25.

Key deliverables in the reporting period Oct '24 – Jan '25

- 3.1.1** New prioritisation process in place for 'people waiting' for initial care act assessments, has reduced the number of people waiting from 941 in June 24 to 528 at end Jan 25, resulting in a reduction of 44%.
- 3.1.2** Number of people waiting more than 12 months for a review has reduced from 1793 in June 24 to 1426 at end of January 25, resulting in a reduction of 20%.
- 3.1.3** There were 770 Technology Enabled Care (TEC) installations by December 2024, supporting people to achieve more independent living.
- 3.1.4** Agreement for the service design for Transitions to Adulthood has led to early process changes for referrals. A key improvement has been the launch of the Transitions Forum, providing an opportunity for professionals in Children's Services and Adult Social Care to hold supportive planning discussions for young people with complex needs, improving the transition to adult services planning.

Key deliverables / decisions post Jan '25

- 3.1.5** Target Operating Model principles and design were shared with the Transformation Programme in November 2024. Work is underway to develop the Outline Business Case and clarify resource requirements.
- 3.1.6** Updated programme business case including spend request for 25/26 and accompanying further savings delivery to progress to committee May 2025.

3.2 Our Families Programme

The primary focus of the Our Families programme is to redesign and improve services and outcomes for children, young people and their families, including efficiency of delivery and increases in placement capacity. The programme is committed to deliver £6.902m of recurring savings 2024/25.

From April 2025, Our Families will be superseded by a new programme called Families First. The new programme will make a step change transformation in the way that services are delivered, with a much greater focus on earlier help and prevention.

As a result of Families First, more children will be able to stay safely at home and for those children that must be taken into care, more will be able to live closer to friends and family in Bristol.

Key deliverables in the reporting period October 2024 – January 2025

- 3.2.1** The phased restructure of services across Children and Education started was completed in February 25.
- 3.2.2** Continued delivery of reprofiled children's homes. The majority of the schemes will be completed by March 25.
- 3.2.3** Fostering Recruitment and Retention project mandate was approved in January 25, with the Outline Business Case expected in the Spring 25, after which the project will be subsumed as a workstream within Families First.
- 3.2.4** Due to recruitment and vehicle acquisition issues, the Home to School Travel Electric Vehicle Fleet proof of concept has been superseded by agreement of the full business cases and as such is now in implementation.
- 3.2.5** New payment system for Childrens in house payments and Carers Wellbeing grants preparing for go live in February 25.
- 3.2.6** New projects introduced into the programme include BEAM, which was initiated in January 2025. BEAM is a commissioned service supporting target households, who would otherwise present as homeless, to secure private rented tenancies through affordability, employment, skills and tenancy casework.
- 3.2.7** The Families First full business case was approved by the CYP Committee on 23rd January, including a significant investment in additional social care practitioners and investment in capacity to undertake the transformation.
- 3.2.8** Mobilisation of the Families First transformation programme began in February, with the creation of a delivery team comprising a blend of social care and change management professionals.

Key deliverables / decisions post Jan '25

- 3.2.9** Families First delivery partner decision is expected in April 25, following a competitive tender.

3.2.10 Early intervention Model April 25

3.2.11 Implementation plan for delivery of agreed outcomes in Spring 25

3.2.12 Closure Report for previous Our Families Transformation Programme Spring 25

3.3 Property Programme

The primary focus of the Property Programme is the implementation of a Corporate Landlord Model / Service along with new IT Asset Management system and mobilisation of Hard Facilities Management (Hard FM) contract. The programme will deliver both revenue savings/income and capital receipts through the 100 Temple Street refurbishment and commercial lets, corporate catering and events review and tender, and the ongoing review and rationalisation of the council estate. The committed revenue savings/income target of £1.248m will be exceeded, delivering £1.36m. The programme also supports the Corporate Landlord Service to deliver capital receipts.

The latest update on Property Programme at Strategy and Resources Committee was 16th December 2024. Updated programme business case including spend request for 2025/26 and accompanying further savings delivery to progress to committee April 2025.

Key deliverables in the reporting period October 2024 – January 2025

- 3.3.1** The Corporate Landlord Model implementation: new staffing structures have been agreed, as well as a new centralised financial model (budget virements to take place at the start of the financial year).
- 3.3.2** IT solution(s) for Corporate Landlord service tender documentation was completed and will have launched the tender on 03 February 2025.
- 3.3.3** The 100 Temple Street Fit Out project completed the new reception in early November 2024 and includes a larger desk with integrated hearing loops and lowered section for people who use a wheelchair or mobility aid.
- 3.3.4** The Hard Facilities Management (Hard FM) supplier contract tender was launched on 02 October 2024 and closed mid-January 2025 receiving a high level of interest and engagement from the market. (Hard FM: services that are related to the physical materials and structures of a building).
- 3.3.5** The future of the Bottle Yard Studios project received bids and is in evaluation.
- 3.3.6** The Corporate Catering Review project issued the final stage of the tender in January 2025.
- 3.3.7** Asset Disposals and Estate Rationalisation project continues to support the business-as-usual function of the Corporate Landlord Service. The project has engaged with the Property Task and Finish Group through a series of workshops to focus on the council's approach to the surplus asset process, the Corporate Landlord Service and the refresh of the Property Strategy. Additional feasibility and planned maintenance studies on public facing assets are in progress.

Key deliverables / decisions post Jan'25

- 3.3.8** The Corporate Landlord Model implementation: Detailed work is underway to develop underpinning Service Level Agreements and service asset management plans.
- 3.3.9** Hard Facilities Management (Hard FM) supplier contract tender evaluations expected to have completed in February 2025. Once awarded, mobilisation to take place to ensure new contract mobilisation can commence in April 2025.
- 3.3.10** IT solution(s) for Corporate Landlord service will complete tender evaluations in April 2025 with expectation of contract award in May 2025.
- 3.3.11** Corporate Catering Review project is expecting the contract award to take place end of March 2025.
- 3.3.12** The future of the Bottle Yard Studios project evaluation and selection to continue.
- 3.3.13** 100 Temple Street Fit Out project have begun the works to improve disabled access at the entrance, via the front steps and access ramp, and expect to be complete in early 2025.

3.4 Tackling Homelessness

The primary focus is to reduce overspend on the subsidy loss budget, by addressing both the supply of lower cost Temporary Accommodation (TA), and first stabilising and then reducing the demand for TA Placements. The programme is committed to deliver £3,593m recurring savings 2024/25.

Key deliverables in the reporting period October 2024 – January 2025

- 3.4.1** An acquisitions pilot, led by the Housing Revenue Account, has so far secured 10 homes for use as temporary accommodation, and these are in the process of being refurbished, furnished, and allocated. Five of these are now occupied.
- 3.4.2** Strategy and Resources Committee approved a proposal to spend £33m from the General fund on up to 75 properties for use as TA in 25/26, subject to budget approval at Full Council February 2025.
- 3.4.3** The council has leased some small sites of council-owned land to a company who are leasing modular homes to the council to go on those sites and be used as TA. Two to be occupied by the start of March 2025 and 4 more to follow soon after. This idea has been scaled up to deliver a further 50 properties in the same way in 2025/26.
- 3.4.4** Homes and Housing Delivery Committee approved a cap of 180 properties per year to be allocated for use as TA, at Homes and Housing Delivery Committee on 13 December. These are now being allocated as they become available.
- 3.4.5** A financial appraisal has been completed to ascertain if the council could benefit from offering more incentives to landlords and clients to remain in private rented tenancies. A new target has been set to increase this work, subject to approval at Homes and Housing Delivery Committee 14 February

2025, and approval of the council's budget at Full Council 25 February 2025.

- 3.4.6** The council continues to refer clients to an organisation called Beam, who help clients into employment, and match them to a private rented tenancy and help them to maintain the tenancy.
- 3.4.7** The programme is re-designing the Housing Options service operating model, making improvements to increase the council's success in preventing homelessness, moving people on from temporary accommodation, and increasing access to the private rented sector. Changes to the triage function went live in December 2024 – these changes include Housing Advisors taking on this function instead of Citizen Advisors, so that more specialist early help and signposting can be delivered at the start of the process. A recruitment campaign is in progress to resource the service to enable an increased focus on prevention of homelessness.

Key deliverables / decisions post Jan'25

- 3.4.8** Incentives to Landlord financial appraisal to Homes and Housing Delivery Committee 14 February 2025.
- 3.4.9** Acquisitions programme continues, to provide additional homes for use as temporary accommodation.
- 3.4.10** Continue the re-design of the service, this includes monitoring the success of the changes to the triage process, as well as recruiting some key roles into the service to enable an increased focus on homelessness prevention work.
- 3.4.11** Updated programme business case including spend request for 25/26 and accompanying further savings delivery to progress to committee April 2025.

4 A look ahead to continued transformation for 2025/26 and beyond

- 4.1** The 2025/26 council budget identifies a requirement for £42million of new savings.
- 4.2** Public finances have been under tremendous pressure with cuts in funding occurring at a time when demand for council services is rising; local authorities continue to face significant challenges to their financial sustainability.
- 4.3** Whilst our organisation has taken steps to mitigate the significant pressures on its budget over the last few years, the requirement to do more has not diminished. To continue to deliver savings on the scale required means increased transformation of how we operate in terms of our services, people, processes and technology.
- 4.4** Our next phase of transformation will be one that makes us “fit for the future”, able to deliver optimal services for our residents whilst operating within a framework of good governance and transparency. By continuing to make the most of both operating and financial efficiencies, as well as exploiting the opportunities of modern service delivery, we will deliver our core services well. We will also work with citizens and partners to design outward facing services that are effective, appropriate in the context of need and resilient in the face of future stresses and demand.

- 4.5** To set the ambition and vision for this this work we are engaging with political leaders and staff from across the council to refresh our Corporate Strategy ahead of sign off at Full Council. This document will be underpinned by – among others - our Workforce, Digital and Asset strategies.
- 4.6** Design principles to inform the future operating model for the council will also be developed to provide a consistent framework against which we can deliver our future state in terms of our workforce (skills, behaviour and culture) and service delivery (processes, technology and data) to realise the vision outlined within our Corporate Strategy.
- 4.7** The top 4 transformation programmes continue as part of our transformation agenda, with their ongoing successful delivery remaining of the highest priority for the organisation. We anticipate they will be joined by new and emerging work – not limited to - addressing how we manage our debt, demand through our front door, our commissioning model, how we make best use of our assets and become further technology enabled.
- 4.8** Our Transformation Board will oversee the governance and assurance of our transformation work. This board ensures we are driving forward with the right opportunities at the right time to deliver the right outcomes as described in the revised Corporate Strategy and maintain a balanced budget.
- 4.9** The 2025/26 Budget contains a proposed earmarking of £20.7m to fund new initiatives within the Change & Transformation Portfolio. This is subject to monies being secured through the Flexible Use of Capital Receipts (FUCR). Formal allocation of the transformation fund will require agreement of the Strategy and Resources Committee and each programme / project requiring draw down of funds will be required to pursue business case approval in line with the council’s decision-making pathway.

Officer Recommendations:

That the Committee for Strategy and Resources notes the update report.

Corporate Strategy alignment:

1. Children and Young People - A city where every child belongs and every child gets the best start in life, whatever circumstances they were born into. Children and young people are supported by the city, their community, and the council to have the best possible start in life. They can reach their full potential and are kept safe from and supported to overcome violence, abuse, and other adverse childhood experiences, whatever the circumstances of their birth.
2. Health, Care and Wellbeing - Tackle health inequalities to help people stay healthier and happier throughout their lives.
3. Homes and Communities - Healthy, resilient and inclusive neighbourhoods with fair access to decent, affordable homes.
4. Effective Development Organisation - From city government to city governance: creating a focused council that empowers individuals, communities, and partners to flourish and lead. Make sure that we are financially competent and resilient, offering good value for money. Take safe but proportionate approaches to risk, performance, project, and contract management. Enable effective

democratic decision-making and scrutiny.

City Benefits:

1. Financially stable corporate position, whilst developing sustainable models and services that builds upon community assets and improves outcomes for our people of Bristol.
2. The provision of good quality, inclusive services that meet people's identified needs, will contribute to equality of opportunity in supporting children, young people, families, older and disabled people to live independently.
3. Develop local services and housing capacity to enable people to receive the care and support they need in their own homes/communities.
4. Maximise the benefit of generalist, community-level services to allow people to live meaningful lives in their localities and avoid institutional services.
5. Build upon the rich and diverse assets of the city and help develop individual and community resilience.
6. A centralised 'One Council' approach to the management of property assets will help to maximise the use and efficiency of running the properties that we retain. A better understanding of the office, depot, operational, and investment estates so that we can make better informed decisions on the use / disposal of property assets.

Consultation Details:

1. Each of the programmes undertake individual consultation on any key changes to strategies, policies, commissioning etc.
2. Each programme will bring independent Reports seeking decisions to their relevant Committee.

Background Documents:

- 1.1. [BCC Budget Report 24/25](#)
- 1.2. [Strategy & Resources Committee December 16 Transformation Programmes Quarterly Update](#)
- 1.3. [Homes and Housing Delivery Policy Committee 20th September 2024 Tackling Homelessness Programme Report](#)
- 1.4. [Adult Social Care Policy Committee January 27 Transformation Programme Update](#)
- 1.5. [Strategy & Resources Committee 16 December Property Programme Update](#)

1.6. [Families First Programme Business Case Committee Report](#)

Revenue Cost	£N/A	Source of Revenue Funding	N/A
Capital Cost	£ N/A	Source of Capital Funding	N/A
One off cost <input type="checkbox"/> Ongoing cost <input type="checkbox"/>		Saving Proposal <input type="checkbox"/> If yes - existing or new saving? Choose an item. OR Income generation proposal <input type="checkbox"/>	

Professional comments section:

1. Finance Advice: This report provides an update on the ‘Top 4’ council Transformation Programmes as at January 2025. There are no financial decisions associated with this report as it is for noting.

The current investment ask associated with the Top 4 for 2024/25 is £15.9m (£13.6m approved budget plus £2.3m contingency) which represents an increase on the original baseline of £13.3m with a £1.8m contingency as set in April 2024. The financing of this investment ask will be determined by the Director of Finance (Section 151 Officer) as part of managing the council’s financial outturn for 24/25 within the allocated funding. The approved funding includes the application of Flexible Use of Capital Receipts (FUCR), and the council will prioritise use of FUCR alongside any other time restricted or ring-fenced funding over other funding held for transformation. This is subject to the availability of capital receipts to meet both the Council’s capital financing requirement and qualifying transformational spend under the FUCR policy.

The total current savings delivery associated with the Top 4 for 2024/25 is £17.5m recurrent savings (of which £15.4m is directly contributing to the MTFS and £2.1m is non-cash releasing as it is addressing otherwise emerging cost pressures in relation to demand management). This is an increase on the original overall baselined target of £15.7m. The associated Top 4 spend and savings aligned with each Transformation programme are subject to formal governance arrangements which includes routine scrutiny via senior leadership groups and the Delivery Executive. Delivery of the savings targets attached to the Top 4 programme are critical to the success of the Council in delivering its planned budget as set by Council in February 2024 and to support its future financial stability across all years of the MTFS.

Finance Business Partner: Kathryn Long, Finance Business Partner: Resources, 24 February 2025

2. Legal Advice: There are no specific legal implications arising from this report which provides the Committee with an update on the transformation programmes and is for noting.

Legal Team Leader: Husinara Jones, Team Manager/Solicitor, 21 February 2025

3. Implications on IT: I.T. are already engaged in progressing relevant work and will continue to progress these works as a priority.

IT Team Leader: Alex Simpson – Lead Enterprise Architect, 21 February 2025

4. HR Advice: There are no specific HR implications arising from this report.

HR Partner: Bryn Williams, HR Manager: Resources, 25 February 2025

APPENDICES

Appendix A – Further essential background / detail on the proposal	NO
Appendix B – Equality Impact Assessment (EqIA) Equality Impact Assessments for each of the Top 4 programmes were included within the papers for the October 2024 Strategy and Resources Committee.	NO
Appendix C – Environmental Impact Assessment	NO
Appendix D – Decision Risk Assessment	NO
Appendix E – Exempt Information	NO
Appendix F – Details of consultation carried out - internal and external	NO
Appendix G – Options appraisal matrix	NO
Appendix H – Business case / financial analysis	NO